MAGINE the joy of a young doctoral candidate in history in the late 1940's when he hears that Princeton University Press will soon begin puhlishing a complete, definitive edition of the papers of Thomas Jefferson. All through the years of his academic career, he auticiputes, the volumes will flow ut a steady rate, each giving him another illuminating installment of the prinury writings of that important statesman. Nu doubt by the time he is a full professor the volumes will have reached Jefferson's Presidential years, his particular scholarly interest, and he will be able to take fall udvantage of them.

Fast forward tu 1992. Our doctoral candidate, full of years and honors, is retired. On his shelves stand 24 volumes of the Jefferson edition, the last of which covers seven months in the year 1792, nine years before Jefferson became President and 34 years before his death. At the present pace, our friend's grandson, currently a young doctoral candidate in history, will have the Presidential papers of Jefferson available to him toward the end of his esreer-if nil goes well.

Why do documentary editions sometimes take so long? Why do we read that they are in financial trouble, that universities, foundations, and the National Endownent for the Humanities are threatening to cut or eliminate finnacing for them? Is the trouble all a matter of tight budgets, philistine bureaucrats, and shifts in academic priorities, or do the editors of these projects sometimes do things wrong?

Purt of the problem may be that people who work on documentary editions are, by the very nature of their jobs, perfectionists. They aim for total discovery of all relevant material; complete accuracy in manuscript transcription; full annotation of the names, dates, terms, pinces, and events mentioned in documents, Thay like cross-references, textuni notes, appendixes, indexes. Nothing is too small or too obscure to serve as grist for their editorial mill. They are quintessential 'trees' people, who have trouble focusing on the for-

Let me, as someone who perfectly fits the above description, note three significant dangers that documentary editions do not niways nvoid.

The impulse for completeness not only compels editors to find every scrap of paper relevant to their historic figure, but also makes them reluciant to exclude anything. Thus a thank-you note to a casual correapondent becomes just as important as a letter recounting the deuth of a spouso. Any suggestion that certain entegories of documents be excluded, or summanized, or made available on microfilm or CO-BOM rather than in a bound hook, seems like a betrayal of a figure who may have come to seem like a personal friend. Of cuurse this problem may not arise if the person whose documents are being edited has the stature of Jefferson; a complete edition is desirable. Even if he or she is of the second rank, a complete edition is called for if very few documents survive. But what about the figure who is clearly not of the first importance, but for whom voluminous material exists? The editor will have to bite the bullet and do some rigorous selecting. After all, that is one of the definitions of

Over the years of research that a documentary edition requires, the editor amasses a great deal of

"Is the trouble all a matter of tight budgets, philistine bureaucrats, and shifts in academic priorities, or do

the editors of these projects sometimes do things wrong?"

information about hls subject's life, friends, trips, romances, triumphs, failures. A portion of this information may not be known to anyone else; how can it not be put into the edition? Why not put in everything? So arises the temptation to over-nanotate. In its extreme form, as with the Jefferson edition or the letters of Mark Twain, what results is not an edition of documents but a quasi-biography, an almanac, an encyclopedia. The primary materials get lost in a sea of informntlon; those materials seem to be included so that the editor's store of supplementary information can be published in footnotes. One might call this the sin of editorial pride. The end result is that the subject of the edition is never slone; he is always accompanied by his

editors, as is a political candidate by his spin doctors. The appropriate response to this particular danger is obvious, although not easy for the perfectionist editor to accept. The documents should be annotated with just enough information to be comprehensible. Crossos should direct readers to sources where more extended information (say about public figures or historical events) is available. Truly new information should be presented in articles in scholarly journals; that is, after all, one of their functions. The fusion of all this material can safely be left to the biographes and cultural historians whose task it is to interpret whateer researchers have unearthed

■ Both of the previous practices lead to what is the most irritating aspect of many documentary editions. their glacial pace. Nut only does an edition that takes, say, 40 years to produce cost thousands of dollars duing each of those years, but also-and here we come to the heart of the matter—contemporary scholars, like our hypothetical expert on Jeffersun, will never beable to use the documents in the course of their careers They will never know what insights they might have gained from them. Everybody is the loser: the figure whuse papers are being presented, about whomeman ous ideas may persist; the scholar, who is denied the possibility of new interpretations; and the public, which is, after all, the ultimate beneficiary of all these

CASIONALLY, small end runs are made successfully around these sluggish mega-eaions. One recent example is the publica tion by the University of Georgia Press of Mark Twain's "Angelfish" currespondence, that is, his plnyful letters to a number of adolescent girls in the last years of his life. These letters, which are only lightly unnotated, are not especially important, to be sure, but anyone who wants to read them in the fully annotated Murk Twain edilion is going to have to wai until the middle of the 21st century. Is it better to have secess to them nuw or should we wait land many of us won't be able tol) antil then?

I don't want to leave the impression that documents ry editions are by nature too big and too slow. Many editors do their job and then fold their tents. The editors of the Alexander Hamilton papera produced II volumes in 27 years and are finished. The six volumes of the letters and journals of James Fenimore Cooper took only nine years to appear, and five volumes (of a projected six) of the letters of Margaret Fuller appeare six years. The Ralph Waldo Emerson journals, of which I was chief editor for the last three volumes, produced 16 volumes in 23 years. Remarkably, editors of the Woodrow Wilson edition produce more than two volumea a year; in 26 years they have produced 64 volumes, and the end is in sight. Some of these editions are selective; all of them are only moderately annotated; and all are available on library shelves naw to any one who wants to consult them.

Documentary editions are vital if we are to learn about our shared past, and consequently they deserve administrative and financial support, from both public and private sources. But, in return, editors must operate in the real world. They need to remember that time and money are not infinite, and they must resist the temptation to produce "imperial" editions: bloated volumes whose publication is stretched out over decades or even generations. That's a sentiment that the eminently sensible and democratic Jefferson would

Ralph H. Orth is professor of English at the University

THE CHRON of Higher Education.

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That Take Ages to Produce Unquote

They are the crème de la crème. A professor et MIT, on Russien physicists in U.S.: A1

Good teachers can retain their intellectual vitality without publishing for at least without publishing much)." Anadministrator, on why teaching and assarch are incompatible: A40

"There's an increasing trend to think more broadly and expansively about what Africa means—Africa as a state of mind more than a place on the map. Adjector of African studios, on studing the experiences of blacks worldwide: AS

Recould debate the coture of the Bimarckian state wat German Trofessors at my university interest in high-school history to get a B."

professor, on how the system tolled to serve her gifted son: B3

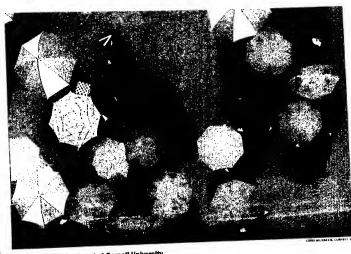
"There's, like, peer pressure to get a mountoin bike." Astudent et St. Lawrence U.: A13

"Tyou're old enough, maybe you can rely on wills and bequests. l'you're not, you have to hustle." The president of Cleremont McKenna Collego, on menoging in a recession: A26

"Many had written the epituph for the campus. Now they call us The Miracle on Monroe Street. he head of Livingstone Cottage: A28

"There has always been the risk of catching something from nationts like benetitis But it's HIV that everybody's talking about. It's HIV that makes everyone so serious about all these exercises." A third-year medical student: A30

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A Rainy Commencement at Cornell University

U.S. Universities Lure Many Renowned Physicists and Mathematicians From Former Soviet Union

But the rush to exploit a previously untapped source of talent has not been without problems

By KIM A. McDONALD MINNEAPOLIS

Marvin L. Mnrshak had a problemenviable one, perhaps, for a university administrator. As head of the School of Physics and Astronomy at the University of Minoesota here, he was given a \$2-million endowment, with which he planned to create a theoretical-physics institute.

But when he tried for two years to hire the instituta's first "superstar"-a topnotch theorist who could attract other leading researchers to the faculty-all of his American prospects turned him down. Minnesota was either too isolated, too cold, or simply not prestigious enough for

So Mr. Marshak and the institute's dlrector, Larry McLarren, turned to the formar Soviet Union.

Rare Opportunity

It proved to be a smart move. The relaxation of restrictions on emigration from Russia, the country's crumbling economy. and the lack of financial support for scientists there provided a rare opportunity to recruit leading Russian researchers.

Within a year, Mr. Marshak and Mr. McLarren were able to fill five of the six permanent positions at the institute with noteworthy Russian theorists—scientists who have catapulted Minnesota, with un-

usual speed, into an internationally recognized center for theoretical physics.

Other American universities have moved with equal vigor to take advantage of similar opportunities. Michigan State, Pennsylvania State, Princeton, Rutgera, and Yale Universities, and the Massachusetts Institute of Technology, just to name a few, have all lured renowned Russian scientists and mathematicisms to their fac-

Most of the hotly recruited scholars are in theoretical physics and fundamental mathematics, disciplines in which the former Soviet Union has long been a world leader and which ere now being greatly enhanced at U.S. universities.

"They are the crème de la crème," says Robert L. Jaffe, a professor of physics at MIT, of the Russian scientists.

Indeed, some U.S. scademics think the current wave of Russian émigrés could transform American universities in much the same way as did the flood of first-rute German seientists who filled U.S. physics departments during World War II.

"It is certainly a wave," says Robert L Wilson, chairman of the mathematics department at Rutgers, which hus five Russian mathematicians on its faculty this year. "The numbers are substantiol

Mathematics departments at universities around the country, Mr. Wilson says, 'have picked up a number of the world's greatest mathematicians, people who you don't expect would be movable. Suddenly a lot of these people are available,

For physics departments, says Minnesota's Mr. Mnrshak, the Russian emigration Continued on Page A33

Some Colleges Thrive Despite the Recession

Officials at four private institutions that have not fallen victim to hard times cite a common reason: conservative management. "We did not build n powerful, complicated, administrative auperstructure, so we don't have to undo it," says the president of Connecticut College, Claira L. Gaudiani (left).

STORIES ON PAGES A26-29

This Week in The Chronicle

JCH FREUD?

When your students are showing more id than ego, it's a good idea to have cable TV in your residence halis. Because cable offers more than just entertainment. It provides a real escape from school pressure.

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MIDERSTANDING A GLOBAL 'DIASPORA' MORNIAMUMA A GLOBAL DIRECTORY
As apprecedented movement of peoples around the
whis forcing scholars to study immigrant and ethnic goups in new ways; A7

African disspora studies ore the scholarly approach mederstanding the experiences of blacks: A8

DESEARCHER CLAIMS HE'S EXONERATED Apychiatry professor says a university panel has desired him of a charge of scientific miscunduct: A10

Bree Long Island research institutes Join forces: A4 Note demaging information on Paul da Man: A7 Mar 20 years' work, e 'vaccine' for poison ky?: A7 Money scholarly books: A10

Personal & Professional

PRESIDENT'S RESIGNATION SHOCKS YALE As Beano C. Schmidt, Jr., heads off to develop a ational network of private schools, some wonder how be suiversity will deal with its financial woes: A12

MATH THREATS ON A MINNESOTA CAMPUS federal and local authorities are investigating letters sent to an administrator and professors at the U. of Minesota at Dulnth: A12

IRST-HAND, CHILLING ACCOUNT OF PRISON Arimnal-justice professor joined forces with two men gring life sentences for murder tu compile a textbook eathe Louisiane corrections system: A5

Imer sociaty rejecte Brighem Young's membership bid: A4 Le South Floride paye \$1-million to settla suit: A4 Mical-sciance professor bikee for his depertment: A4 Mannah College of Art dismisses professors: A5 Amer financiel-eld officer indicted for bogue loans: A5 4,556-pipe organ plays more sweatly then ever: A6 LA sequittals protested in full-page eds: A12 facily organizing remains elow: A12

Teaching

SEKING COHERENCE IN THE CURRICULUM At St. Lawrence U., u course for freshmen seeks to trate a more intellectual climate: A13 1 At St. Mary's College of Maryland, seniors embark a journeys within their majors: A13

TEACHING AND RESEARCH ARE INCOMPATIBLE the overall mission of the university might ultimately be better served by the open and conspicuous exparation of the two. Point of View: A40

Information Technology

JOURNALS BY COMPUTER

A major scholarly publisher has started an experiment that will eventually make some of its journals available on computer networks: A17

Historical records of an old cometery ere computerized: A17 Lahigh students can watch broadceats in 30 languages: A17 L of Csl. replaces its publication for the medie: A17 Students file records alactronically with registrar: A18 IL of Cal. et Davis asks some to work et home: A18 Network would print books end journels on demand; A18 13 new computer programs; 4 new optical disks: A18

Accomment & Politics

THE PELL-GRANT SHORTAGE Colleges are nervously woiting to see how Congress will make up the program's \$1.4-billion deficit: A21

A FINE CONSTITUTIONAL LINE

As some states seek to toughen oversight of Bible colleges, the institutions fear that their religious freedom is threatened: A21



estilsment, and culturel identity. Above, anti-Cestro protesters merch in New York City: A7

RESEARCH INVOLVING FETAL-TIBSUE TRANSPLANTS The margin by which the House of Representatives voted to lift the White House bnn was not big enough

to override a promised Presidential veto: A2I PROVISION FOR NIH'S PRIMATE CENTERS The nation's Regional Primate Research Centers hope the NIH reauthorization bill will provide federal money

for improvements: A22 AN INCENTIVE TO SEEK EARMARKS?

A study indicates that the government's hard line ngainst increases in overhead rates has given colleges a new reason to seek money directly from Congress: A23

Conn. case suggests welfers and college don't mix; A21. Wyo. cuts welfere spending on students end families; A21 New Mexico student-loen official resigns: A25 U. of Celifornia increeses fees for non-residents; A25 Aleske reorganizes rursi-collage system: A25

Business & Philanthropy

HOLDING ON IN A RECESSION A few institutions are svoiding the layoffs sod cutbacks

that ere crippling others. How are they doing it? s Claremont McKenna College uses e brain trust to manage growth: A26 s Connecticut College's strategie plan helps it stay lean

s Livingstone College crases an epitaph with o series of

tough fiscal policies; A28 s Northwestern's discipline-minded president is eredited with resuscitation the Institution: A29

Aims Community College returns e \$10,000 gift: A26 Pepsi and Psnnsylvanie State U. make e desi: A26 Foundation grants; gifts and baquests: A29

AIDS AND MEDICAL SCHOOLS Institutions are emphasizing special procedures to help students avoid exposure to infectious diseases like

s Some offer disability insurance to medical students to help pay living expenses should they get Alos; A31

THE FUTURE OF HEALTH CARE

Academic health centers are not teaching students whet they need to know to heal the system. Opinion: BI

THE DIFFERENCE BETWEEN LEARNING AND GRADES An exceptionelly gifted student runs up against the rulebound education system. Opinion: B3

Engineers compete to build best ell-terrs in vehicle: A4 Bennington students and takeover of president's office: A4 Paper at U. of Msss. at Amharst eccusad of racism: A30 Harvard Law School won't punish parody's authors: A30

Board offers plan to help Oregon's eports depertmente: A32 U. of California at Irvine drops three men's teems: A32 Nevade penel to examina Tarkenien's deperture; A32

International

TOP RUSSIAN SCIENTISTS LURED TO THE U.S. Some scademics say the émigrés could tronsform universities in much the some way as did the German scholars who came to America in the 1940's: Al

Australian universities to open an office in Washington: A33 Two French teaching unions ousted from federation: A33 Senste would help Chinase gain residency: A34

CONTRADICTIONS IN THREE DIMENBIONS Tulane's Gene Koss produces sculptures in glass that oppeel on many levels: B6

WHERE THE BLUES LIVE 'Ghetto Blues: Photographs by Marc PoKempner,"

looks of Chicago's neighborhood blues clubs: B40

Neme Dropping: A36 Appointments and resignations in academe; A35 Deethe: A36 Celendar of coming events and daadlinee: A36

"Un Treisman, Director of the Charles A. Duna Center at the Uni versity of California-Berkeley and a Professor at the University of Texas at Austin, when at will for a work-slarp with administrators, faculty, and staff concerned about strengt ening students' performance in mathemutics and math related programs identilled clarity in defining me's clientele us a critical factor in success ful program implementation.

Doesn't clurity begin at home?

Notice in This Week at GC, to newsletter at Georgia College:

Temporary faculty who need to borrow it camp and gown . . . mid faculty who need to purchase regation shund come by the Buoksture to-

We'll just need a tent, thanks.

Notice from the Institute of International Education

"In addition to the photographs required with the PAD application, four passpurt size photographs are required for the placement process in German institutions. Therefore, we ask that you mail these photos to HE immediately.
"To avoid erros, please write your

name and country on the back of each photo. "Thank you "

You're welcome.

President's message in Strophes, a newsletter of the National Federation of State Poetry Societies:

'I hope that each of you con attend the NERPS convention in Birmingham Alabama. The excitement of being in n room full of pocts is an excelerating

We'll have to take your word for

Communication from the notional office of Signin Alpho Epsilon: SICIMA ALPIIA EPSILOI

HETS SERIOUS ABOUT ACADEMICS "The purpose of attending college is to get an education and Sigma Alpha Epsilon is getting serious about

scholarship. . . .
"Nohle Lealie DeVotie was the

top scholar at the University of Alabamn and Vnjedictoring of his graduating class of the time he founded SAE. Ench of the founders were scholars in classical Greek, French, Latin, philosophy, chemistry and other subjects. They would write to-poi on academic subjects and then

discuss them during meetings. . . . "We have already received many aucstions from you concorning how his new GPA requirement will effect

Not much, evidently.

In Brief

Honor society rejects membereblo bld

SALT LAKE CITY-Citing ques tions about academic freedom Phi Betu Kappa has again rejected Itrigham Young University's application to he

a member of the national liberal arts honor society, It was the institu

tion's third unsuc cessful membership

Explaining their cision, officials of Phi Beta Kunna cit. ed a part of the university's mission statement:

'Any education is inudequate i it does not emplassize that His IJe sus Christ's is the only name giv on unifer heaven whereby man kind can be sayed " Says Duuglas W. Foard seere-

tary of Phi Beta Koppa: "That's n limitation on academic freedom. What Phi Beta Kanga is ubout in the quest of excellence and openended inquiry." A spokes man for ayu said its Christian perspective does not limit student learning.



Student vehicles compete on land and in water

of mechanical-engineering stu-dents from 32 universities competed last month to design and build the best all-terrain vehicle. A team from the University of

COOKEVILLE, TENN. - Teams | Florida won the 1992 Mini-Baja | East Competition, which was held at Tennessee Teehnological The amphibious vehicles were

including a two-hour endurance race (above). The competition was sponsored by the Society of Automotive Engineers and h Briggs & Stratton, a producer of subjected to three days of tests, small gas engines.

University pays professor

of South Florida has agreed to pay a faculty member nearly \$1-million to settle a two-year-old lawsuit the professor filed after he had twice been fired as head of the

\$1-million to settle euit

in return, the professor, Phillip G. Spiegel, agreed to lenve the university this month.

In the ault, Dr. Spicael claimed that his firings had been due to his \$1.5 million deficit that is forcing opposition to a medical-school rights of free speech and due process. The university denied The college will lay off professors rights of free speech and due

Thirteen orthopedics professors quit after Dr. Spicael was first fired in 1988, gutting the program, which has become part of a week. The president, Elizabeth the surgery department.

Students end takeover of Bennington office

Bennington College students los week ended a seven-day takeover of the president's office during which they protested the institut tion's plans to cut faculty positions.

Approximately 80 students had token over the administration of fices (right), complaining that mismonsgement had led to the the college to reduce the size of its 85-member faculty by the equiva-

to make the reductions. Most of the students left the of-



staff moved temporarily to other most of the students set the corfices after a day, but about 15 offices. A college spokesyoman
stayed in the president's office for
salved in the president's office for
a week. The president, Elizabeth the institution's plants to make the
a | Coleman, and members of her | faculty cuts, which sho sald were | lone to eight to one.

"painful but necessary." After the cuta, which are plonned for academic 1993-94, the student

Professor pedals miles

for his department

TUSCALOOSA, ALA,-A profes sor of political science at the University of Alobsmn bicycled 100 miles to raise money for his finan-

cially strapped department.
The professor, Harvey F. Kline (in helmet), and Gmnt P. Knight, n recent graduote, took more than ain hours to complete the rido ond raised \$800. About 50 studenta, administrators, and business lead ora pledged money to help the department recover from mando-

Researchers join

to establish institute

SETAUKET, N.Y. - Three of Long Island's major research in-stitutions have joined forces in an effort to accelerate the flow o technology to industry and to contribute to Long Island's eco

Cold Spring Harbor Laboratory, the Stata University of New ork at Stony Brook, and Associ ated Universities—the monoging corporation of Brookhaven Notional Laboratory-have come

Research Institute, which will be located here. The non-profit cor poration will focus on the commereial potential of new technologies that are developed in the in stitutions' laboratories.

A story about a survey of the number of doctoral recipients in 1991 (The Chronicle, May 13) incorrectly reported that oll minority-group members had made gains from the previous year. The number of Hispanics Ph.D.'s declined from 718 in 1990

together to creote the Long Island | to 708 lost year. The Chreefels of Histor Education 1988 cong-1981) is published wester accept the titled week in Aspert and the last two works in Discondors, at 1257 Eastly-Tubed Berret, N.W., Walth O.C., 2007. Adherterion care: 573.5 see years. Second-close specials of Waltherion. O.C., and at settlificated unding edition. Copyright O 1973 by The Chreefels of Histor Education. On the Character of the Control of Histor Education. On the Character of the Charact

M college diemisses outspoken professors

sh College of Art and Design has conege of Art and Door its new honly senate along with at leas eight other faculty members who erecritical of the college admin-

"If you speak up you'll lose per job. There will be repercus said David Stout, a pro fssor of video at the 13-year-old rivate college, who was notifie May before the semester ender dat he would not be rehired for st year. He is one of a group of us who established a facdysenste and urged the adminis mion to guarantee more job ac-only for faculty members.

The 2.200-student college was unded and is run by Pre Ethard G. Rowan and his wife, Pala Rowan, who serves as proof Three other extended-famly pembers are senior administates. The college's 110 full-ineficulty members are hired on moves contracts and can be dissixed without explanation. The wiese has no tenure system.

amela Afifi. director of commu nications, said professors are ofered contracts based on their student and fneulty reviews, ns well clussroom observations. "1 wouldn't sny they've been fired,"

said Ms. Afift, "They've finished out their contracts. The American Association of University Professors has begun eviewing academic freedom and iring practices at the college.

Former ald officer faces charges on bogus loans

mer financial-aid officer at Edward Woters College and five others have been indicted on chorges that they falsified information to obtain \$50,000 in student loons.

Annette Wheeler, the former aid officer, was indicted lost engroving the phony loans in the fall of 1990. She alleg edly approved loans for her sister. her former husband, and three of her friends, nll of whom had posed as students to get the moncy. Ms. Wheeler was fired in 1991 after the college became suspi

Wersity organ fully renovated after 30 years

and 30 years of repairs, the hiresity of Florida's 5.356-pipe opa is playing music aweeter

In 1925, the compass bought the

MRESVILLE, FLA. — After | 1960's. Since then, the organ has undergone three renovations, at a cost of more than \$300,000. Campus officials said they wanted the epairs to be made gradually, purily because they didn't have aga-believed to be one of the treat in the south—for \$50,000.

Yere bycuted in the university's auditori-



PORTRAIT

The History, Routine, and Terror of a Prison System



Burk Foater, right, says the two convicts who worked with him—Ron Wikberg, left, and Wilbert Ridoeu—ara "highly knowladgeable in their fields and both excellent journalists."

By KATHERINE S. MANGAN When Burk Foster, a police offi-cer turned criminal-justice professor, decided to compile a textbook on the Louisiana corrections system, he joined forces with some un-likely co-editors—two men serving

life sentences for murder. students at the University of Southwestern Louisiana a first-hond, often chilling account of life in a state penitentiary. Mr. Foster's co-editors were writing from experience between them, they had spent 54

years behind bars. Separated by t50 miles and seven locked gates, Mr. Burk and the two prisoners had to overcome many logistical hurdles to create a book they hope will improve students understanding of prisons and the people detained there.

"If the people on the outside are ever going to understand the people who are inside, there has to be a who are inside, thate has to be a dialogue," says Ron Wikberg, one of the prisoners who edited the textbook and who last month won parole from the Louislana Board of

Mr. Wikberg and Wilbert Rideau were given life sentences at the Louisiana State Penitentiary at Angola. There they become co-aditors of The Angollie, an uncensored lomate-run magazioe that has won awards for its hard-hitting articles on prison life and prison reform.

The Cop and 2 Crooks

The textipook, The Woli Is Strong: Corrections the Louisinna, published by the university's Center for Louisinna Studies, is a comer for Louisiana on the Louisiana prison system. The three men wrote about two-thirds of the artieles in the book; the rest were excerpted from newspapers and other publications. The three conferred mostly by moil, speaking on the telephone in the final weeks of the project. The prisoners jokingly re-

fer to the book's unlikely editorial leam as "the cop and two crooks." Mr. Foster spent five years as a police officer in Oklahoma before becoming a criminal-justice instructor at Western Oktohoms State College, and later a professor ot the University of Southwestern The result is a book that offers
Undenis at the University of Southundenis at the University of Southtext because they are "highly knowledgeable in their fields and

both excellent journalists." Permitted to Travel

"Both of them, even though they hod been in prison for many years, hod positive outlooks and were interested in using their work to rench people and inform them about conditions in prison," Mr. Foster

says. Spenking to Mr. Wikberg and Mr. Rideau today, it is hard to rec-oncile the pleasant, articulote voices on the telephone with the vi olent crimes that sent them to prison. Mr. Rideau was 19 when he shot three people, killing one, dur-ing a bank robbery. Now 50, he spent 11 years on death row before his sentence was commuted to life in prison. Mr. Wikberg, now 48, was 22 when he family shot a storekeeper during a botched armed-robbery attempt. Mr. Wikberg expects to be released within the few weeks and hopes to work evantunily as a paralegal in Lofayette,

Both say that writing has given them o purpose, as well as an as-cape from the mind-numbing rou-tine of prison life. In addition to editing The Angolite, Mr. Ridenu and Mr. Wikberghave been ted to travel with a guord to speak

to campus and civic groups. "I've found thom just as plaasant and as acrious in their intentiona os anyono you would work with on the outside world," Mr. Poster

"They continually challenge the

stereotypes that people have about prisons as well as the people living in them, by showing that there is good in those people as well as the bad that put them there in the first

As they discuss their textbook. the three men sound almost like colleagues from different universities. The Louisiana prison has an tensive library that allowed Mr Wikberg and Mr. Rideou to keep up with the latest scholarly writings on

'A Mutual Admiration Society'

"I think what we had was a mutual admiration society," Mr. Wik-berg saya. "Professor Foster has written some very progressive papers concerning criminol justice, and I like to think we have written some pretty progressive material ourselves, and at one point our me

terials crossed each other's desks. The first part of the textbook traces the history of the state's corrections system, focusing on the prison at Angola. The second part focuses on the routine of convict life in a state penitentiary, covering such topics as sexual assault, Alos, growing old in prison, and prison jobs. The lost section addresses altarnatives to incoreeration, including work-release programs and halfway houses.

The anger and hopelessness ex-perienced by long-time prisoners is realed in raw accounts of prison life, including graphic portrayala of sexual violence

In one articla Mr. Ridean, who eurrently is incligible for parole, says he hos no intention of backing

"There's something morally wrong with asking someona who's done a sin against society to alt back and not do nnything to atone for their crimes," he says. "We do it largely for ourselves because we have to live with ourselves. it's o redemptiva affort on our part."



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More damaging information les came to light about Paul de Mas, the Yale University scholar also before his death in 1983, and aleading proponent of the Company of the New York us a leading proponent of decostructionist literary theory. It was revealed in 1987 that, droig World War II, de Main wrote soit 200 articles for Nuzicontrolled newspapers in his native Region. Many entics considered the news ta be evidence-by-cuession of the moral bankruptey

of deconstruction. Now, in an article in the May 24 Rev Fork Times Book Review, Brid Lehman, the author of Signs Drid Lenman, the author of Signs ofte Times: Deconstruction and the Fall of Paul de Man, published last yet, has provided further amunition for those critics. dened from corresp & Man's friends and colleagues de Man's trients and contengues correnting his tenure on the faculty a Bard College, from 1949 to 1951. Dering that time, according to the less, de Man marned u student shisee while he was still married to is first wife; effectively abandone listics wife and their three sons by hiling to make support payments; noged on several months' rent on abose he was living in while at Bud; and stole books and other iens from the house when he left it. Wemer Hamneher, one of the thers' responses to de Man's wane journalism, said de Man's smal marriage and divorce were kown to scholars, but other degations would probably be new issued. Mr. Hamscher, professor of German and the humanities at the lohos Hopkins University, added that he did not consider the new tharges a further critique of deconstruction. The influence of that and related theories extends well

Scientists at the University of Mississippi, after 20 years' work, believe they have developed n "accine" for polson by. The researchers have developed ccular variation of urushiol, the ol in poison ivy, oak, and sumac. hen the new version of the oil. developed at the university's Research Institute of Pharmaceutical Sciences, is injected into guinea pigs, their skin shows fewer symptoms of poison-ivy exposure than does that of animals not injected with the oil

lejund de Man, he said, and is so disas that no serious schular can

dan to have escaped it.
"It would be an act of dishonesty

to make such a claim," he said.

immune system for future invasions manune system for more in value of infectious microorganisma, the new all prepares the body for future tacounters with the more obsoxious chemical contained in

some plants, the researchers say.
The University of Mississippi has palented the drug in the United Sates, Canada, and Japan. The university has liceased further testing and marketing of the drug to Sifel Laboratories, a company based in Coral Gables, Fla., which will set the drug in humans. will test the drug in humans.

Scholarship



Worldwide 'Diaspora' of Peoples Poses New Challenges for Scholars

Researchers seek to explain dramatic new patterns of migration and cultural identity

By SCOTT HELLER

People are on the move all over the world, and scholars are catching up with dramatic new patterns of migration, settlement, and cultural identity.

At worst, the shifts result in ethnic tensions or outright warfare. In other places, they lead to blended cultures, though not always to assimilation.

National boundaries and the very idea of who makes up a nation are being challenged, according to scholars who atudy phenomena such as these:

- m The ounted president of Haiti appeals to Immigrants in New York City to pressure the American government to condemn his overthrow. Some 60,000 rally in his behalf.
- Iranian exiles in Los Angeles produce more than 15 hours of Persian-language television programming a week. Two 24 hour radio channels cater to an Iranian thought to be as large as
- m Peru clects the son of Japanese limitgrants, Alberto Fujimori, as its president, giving a public face to the Asian community in Central and South America.

M A surge of North African immigrants to France touches off debate about the nature of French society and galvanizes the

right-wing National Front political party against them.

Schalars have begun to consider how

"diaspora" communities reshape nations. Diaspora is the word first applied to the experiences of Jews, and later to Armenians, who were forcibly exiled from their nds. Recently, scholars have expanded the definition to include groups who, sometimes by choice, have moved from one part of the world to another, even if they don't intend to move back.

More people are in some sense whare they do not belong than ever before," says Arjun Appadurai, professor of anthropology at the University of Pchasylvania, "But even those who have not moved are in some sense in greater coatact with those who have "

A Two-Way Movement

Big-city life in the United States, with its ethnic restaurants and festivals; has long been marked by the cultural contribution of immigrant groups. A Saturday night's ment might include tickets to a Spanish guitar concart, pasta at an Italian nt, and dancing to Caribbean music at a nightclub,

But the changes now reach into the

fortably-a new Amarica, one that is not necessarily a melting pot, but that hasn't vet come to terms with its new identity. Salso outsells ketchup in American supermarkets. McDonaid's introduces fajitas. A dancing crab sings reggae ditties in the Dis-

ney cartoon The Little Mermald. The movement is not one-way. Overbeas, American popular culture dominates the sine ma and television screens. And the influence isn't merely a matter of style or entartainment. Democracy movements in China and Eastern Europe have been affected by images from American televi-

Non-European and non-whita immigrant groups are changing the face of the United States and Europe. They won't or can't easily assimilate. They are committed instead to retaining their cultures and, oftan, close ties to home-what one scholar describes as "bi-national citizenship."

Global Rthnoscapes'

They have also grown more vocal about exarcising, from afar, political influence in their homelands, whether those be Haiti, South Africa, or Cuba.

The shifts pose a challenge for Mr. Appadural and other anthropologiats, who ara Continued on Following Page

Scholars Seek to Explain Global Movement of Peoples

Continued From Preceding Page used to studying specific places or communities. No longer can an anthropulogist study a Mexican village in itself if its members shuttle hack and forth to northern California, for example. They also study the cultural forms-including tele vision and music-that travel and are crucial to maintaining commu-

In nn influential essay, Mr. Appadumii says scholars need to study the landscape of persons who make up the shifting world in which we live: Tourists, immigrants, refugees, exiles, guest workers, and other muving groups and persons

African diospora studies is the

increasingly popular scholarly up-

smaller presence.

the world and appear to affect the sinn Gulf war, including Algerian politics of and between nations to a cartoons and the CNN teles therto unprecedented degree."

His term of choice: "global ethnoscapes." Other scholars ore of transnational studies"-made developing theories of "transna- its nppearance last year and was tional identity."

Crossing Borders

Mr. Appadurai and Carol A. Breckenridge, who teaches in the history department at Penn, edit and publish Public Culture, a journal that explores the flow of culture ucross national horders.

The spring 1992 issue includes an article on scatological humor in postculonial Africa and several constitute an essential feature of pieces on the imagery of the Perary canon, for example, are part of

African Diaspora Studies: Reconceptualizing Experiences of Blacks Worldwide

Diaspora-subtitled "a journs! voted best new journal by the Council of Editors of Learned Journals. Published by Oxford University Press, the journal is edited by Khachig Tölölyan, cochairman of the English department at Weslevan University.

Scholsrly interest is high, Mr. Tölölyan says, because "managing heterogeneity is on everyone's agenda

an effort to redefine what is er. "From Bosnia to Azerbaijon "American" culture, and how the wars are being waged to contributions of non-Western immigrants fit. Some scholars are

"Tourists, immigrants,

refugees, exiles, guest workers, and other moving groups . . .

constitute an essential feature of the world."

worried about the fallout-whot Arthur M. Schlesinger, Jr., ealla "the disuniting of America" in his Current debates about the liter- recent book by that name.

aren'1 over; this fall he will take over as director of the University of Chicago's Institute for the H manities.) Influenced by American books and film, he jokes that he arrived in this country with on "imagined America" already in his head, "When I came here I used to say,

He was born and raised in Bon-

bay, did undergraduate work in

Penn's Center for Transpation

Cultural Studies, along with Ms.

Breckenridge, his wife. (His more

ton, and is now co-director of

Intellectuals and writers in diaspora have had a relatively high profile. But much of the new schol arly work seeks to recisim th lives and experiences of peoples hidden from history and popular

'Thia is America as I remember

Overseas Chinese

The legal, political, and economc status of the 30 million Chinese people who live outside China and Taiwan will be discussed in ar international conference this November, under the auspices of the University of California at Berke-

Chinese in diaspora live in 134 countries on six continents, ac-cording to L. Ling-chi Wang. chairman of ethnic studies at Berkeley, "The vast majority of the Chinese in diaspora have long abandoned their pre-World War II sojourner mentality," Mr. Wang

They have successfully planted roots as a rocial minority

In the United States they have created books and films that explore their hybrid identities works increasingly popular in multicultural university syllabi. "People like Amy Tan and Maxine Hong Kingston have used their Chinese roots to create literature that is uniquely American yet also Chi-

nese," Mr. Wang says. Evelyn Hu-DeHart, professor of history at the University of Colons do at Boulder, studies Asians in Central and South Amarica. Betwaen 1847 and 1874 as many as 225,000 Chinese coolies were sent to Cuba and Peru. In Cuba, they worked alongside African slaves as plantation laborera.

Japanese immigranta settled mainly in Brazil and Peru, becoming independent farmers relatively quickly. Today, nearly a million people of Japaneae descent live in Brazil, making it the largest Japa nese community outside Japan.

Late 20th-century migration patterna are markedly different from earlier waves, anys Mr. Tölölyan, and therefore require concepts like "transnationaliam" to be under-

Arjun Appadural, with Carol Breckenridge: "More people ar is some sense where they do not belong than ever before."

means the disperof jobs and wealth. "You've wars are being waged to puniya otloose, country-free eapition-states," Mr. Tölölyan says. n, and a population respond-10 that, says Constance R. Mr. Tölölyan describes himself

as an "activist Armenias intellectual in diaspora." He grew spin Syria, Egypt, and Lebanon and A New York University. communicationa technolas make the world smaller and now teaches and studies in the in people—and their cultures— necessive back and forth, wheth-United Statea. He writes for Armsnian-language newspapers based in draimlane or facsimile machine Paris, but has never been to Arme-Mr. Appodurai's path is similar,

As a result, the new seholarship As a result, the new senotarship gresses diversity, hybridity, flow, of flux, "Here" and "there" are larger opposites.

Takethe cases of Haiti and Iran. Miller immigrants in the United was stay close to home, accord-

You cannot run a complex society . . . without some degree of homogeneity. Miwe don't all need to

le Nebraskans to make merica work."

min Ning Glick Schiller, assistant plessor of anthropology at the Beyelten send money back, und stimes their children are ruised

Note sausual is the fact that the nin of Haiti itself has been idenfieles going beyond the boundsind the island. At his inqueuruw.is 1991, President Jeun-Bermi kristide ennounced that himsliving in diaspora were the riment," and remained pt of the Haitian nution-state. me Constler what the legal citizenship of people, the Haitian govern-Ital was there to represent Ms. Schiller says. When rident Aristide was aver-

inamatianal Identity

Ms. Schiller and two colla College and Cristina Szanton of

Columbia University-have two books forthcoming in which they lay out a theory of transmitiona identity and discuss the experi enees of Filipinos, Grenadians. and Huitians in New York City.

American city, dubbed "Irun-ecles" by the editors of a forthcoming book. Several hundred thousond Iranians have relocated to Los Angeles since the Islamic revnlutinn of 1978. Though dispersed throughout the city, they maintain community ties through television and radio programs produced there, not imported from overscas.

Early on, the programs were bitterly critical of the Islamic government and in favor of a return to the monarchy, according to Hamid Naficy, who studies the populsr culture of Iranian exiles. "But as they began unpacking their suitcases and they settled roots here. gradually the most highly partisan programs disappeared," says Mr. Naficy, n visiting assistant profes sor of film and television at the University of California at Los An-

Instead, the programs include as many as 45 minutes of commercials un hour. Consurnerism relieves the loneliness and losses of exile, says Mr. Nuficy. "The answer is call this lawyer, call this beauty shop, use these chandeliers, call this body-huilding shop," he soys.

Queations of Loyalty

How Western nutions adjust to the presence of people who identify elsewhere is still up in the air. Questions of divided loyalty and hostility toward immigrant groups—whether Hsitinns in Flori-da or Koreans in Los Angeles—are facts of American life at the mo-

"Especially at moments of crisis, this scupegaoting of racially distinguished groups will be very high," Mr. Tololyan predicts. "It's a hluni challenge we must pose; accepting that we are irretrievably town, this 10th department heheterogeneous. an amjer source of continuing

"You cunnot run o complex soeiety like this one without some de-gree of homogeneity," Mr. Tololynn odds. "But we don't all need Linda Basch of Manhut- to be Nebraskans to make America

ty Press. 1989) nents is Exile is Contemporary World Poli

following are recent and forthcoming backs that deal with transpationalism and diaspora communities:

Recent Books on Transnationalism and Diaspora Communities

The Africas Diseases is India: Retribulization and Pereistent Impoverishment, by Ruth Simms Hamil-ton and Vandana Kohli (Westview Prass. forthcom-

Sinding Cultures: Sleak Womes Writers in Africa and the Diaspera, by Gay Wilentz (Indiana University Press, 1992)

Caribbean Life in New York City: Socioaultural Di-mensions, edited by Constance R. Sutton and Elsa M. Chanay (The Center for Migration Studies of New York Inc., 1987, reprinted 1992)

Exile Discourse sad the Iranian Popular Culture and Television in America, by Hamid Nafiay (University of

The Freatier of Loyalty: Political Edias in the Age of the Nation State, by Yossi Shain (Weslayan Universi

ties, adited by Yoasi Shain (Routladge, 1991)

Irengales: Iranians in Los Angalos, edited by Jonathan Friedlandar and Ron Kelley (University of Cnilfornia Piass forthcoming)

Moorings and Mataphora: Figures of Culture and Gandar in Black Woman's Litarature, by Karla F. C. Holloway (Rutgers Univarsity Prass. 1992)

Recapturing Anthropotogy: Working in the Present, search Press, 1991)

Towards a Transpartional Parapeetive on Migrailon: Race, Closs, Ethniatty, and Nettanalism Resonated ared, added by Ning Gilck Schiltar, Linda Beach, and Cilatina Szanton (New York Academy of Sciences, forthcoming)

The Transnationalization of Migration: New Par spectives on Ethnisity, Reca, and Nationellam, edit-ad by Linda Basch, Nina Glick Schiller, and Cristina Szanton (Gordon and Breach Publishers, forthcom-

PRIZES

1992 AWARDS FOR Research and Studies of the Repercussions of the Iraqi Invasion of Kuwait

K uwait Foundation for the Advancement of Sciences has institutionalized a Prize for Research and Studies of the repercussions of the Iraqi invasion of Kuwait, to recognize distinguished accomplishments in the Arts, Humanities, and Sciences. The Foundation in establishing this prize is fulfilling its objectives in encouraging scientists and researchers to participate in studies of the effects and repercussions of the Iraqi invasion of Kuwait and its aftermath.

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Conditions of awarding the prizes:

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- 3. The candidate should not have been awarded a prize for the submitted work by any other institution.
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- centres, and from individuals worldwide.
- 7. The results of KFAS findings regarding the selection of winners are final. and the works submitted for nominations will not be returned regardless
- 8. Nominations and five copies of the scientific research, and any inquiry concerning the prizes, should be addressed before October 31, 1992, to:

Director General ndation for the Advancement of Sciences P.O. Box: 25263 - Safat 13113 - Kuwait Tel: (965) 2429780 Fax: (965) 2415365 Telex: 44160 KEFAS

preach to understanding the experiences of blacks worldwide Scholars study black culture as it mnyes from Africa to Europe, to the United States, and to the Coribbeun, os well as to countries with a Researchers are responding to a phenomenon that goes back to the curly 20th century, and flourishes agnin today-blocks' identifying

partment-snnctioned approach," African diaspora central to the ofsnys Monthia Dinwarn, professor of English at the University of ferings in its department of African-American studies, including a Ph.D. progrom now being devel-oped. The money will help support interdisciplinary research projects, as well. A political acciologist and a literory scholor, for example, will

A Mix of Experiences

Like other influentlnl scholors-West Indies redefines notions of

"Englishness" and "blacknesa." He and others draw on the writings of cultural theorists like Stuart Hnll, Paul Gilroy, and C. L. R.

York University to create an Africana-studies department, which will include offerings in African studies, Afro-American studies, and Caribbean studies.

Moorings and Metaphors: Figures of Culture and Gender in Black Women's Literature (Rutgers Uni-

versity Press, 1992). Studying the diaspora helps foster research that is both interdisciplinary and comparative, says Earl Lewis, associate professor of history at the University of Michigan and director of the Center for Afronmericsn and African Studies Until recently, historians have foeused on slavery in comparative perspective. He and other Michigan scholars are starting to study blnck experience is tled up with development and changes in

Project et Michigan State

global capitalism.

In studying American industrial. ization, says Mr. Lewis, "I would osk questions about what was going on in the South "

"But I nevar asked what was going on for Chanaians who moved on to London at the same time, or for Barbadians who moved to New

Michigan State University is home to the African Diespora Retook for the continuities of the tra-ditinn," she anya, pointing to the "ancestral figure" and the "god-the experiences of nearls—of the the experiences of peoples of Afri-

can descent in such places as India

ibly transported as slaves to North America, African merchonts, traders, and a handful of mercenary soldiers ventured to India, Between 10,000 and 15,000 Africans now live there, says Vandana Kohil, an assistant professor of soclology at California State University at Bakersfield. She is writing a book on the subject, along with Ruth Simms Hamilton, a sociologist who heads Michigan State's diaspora project.

"It appears to be an assimilated group, at first glance," Ms. Kohli says of the Afro-Indian community. Thay dress in the local clothea and apeak the local languaga. And to a certain extent they celebrate some Hindu festivals." But in Gujarat, an Indian state, people of African descent have a dance that is done nowhare else in India, which features elements reminiscent of

Generally, the Afro-Indians are not well treated in the country. Nanal policies that somewhat resemble affirmative action are deaigned to help the community, Ms. Kohli says, but in practice its members are rarely able to get necessary help.

Before West Africans were fore-

African dance.

The emergence of a global capi-

themselves as hyphenated citizens: African-American, Afro-Caribbe They are also challenging an carlier, area-studies methodology that minimizes the exchange of cultures across national boundaries. "There's an increasing trend to think more broadly ond expansively about what Africa menns-Africa as a state of mind more than a place on the map," says M. Priscit. la Stone, program director in Afri-can studies for the Social Science Research Council. The council is co-sponsor of a meeting on the so-cial sciences and the "re-invention Scholers ere tracking the movament of black African culture around the globe. Above, a Caribbeen Day parada in New York City. of Africa," being held of the Universily of Michigan this week The Ford Foundation has prodess," which play similar roles in "For a younger generation, Afrivided \$300,000 to the University of the writings. Her new book is and Panama. can studies is linked to n State De-California at Berkeley to moke the

axamine how West Indian migrants

ndnpt to American society and sur-

In literary studies, the explosion

of interest in Afro-American writ-

ers has brondened to take in the

work of blacks writing in Africa

Gny Wilcntz, an assistant pro-

fessor of English nt East Carolina

University, traces connections be-

tween the writings of African and

Africon-American women in Blad-

ing Cultures: Black Women Writ-

ers in Africa and the Diaspora (In-

University, analyzea how aimilar

Africa and the United States, "I

and the Chribbeau.

vive in it.

Pennsylvania. "People still look at Africa os II problem, They don't look at Africa as a people living in a cititure in a system of uneven eco-

V. Y. Mudimbe of Duke Universily and K. Anthony Applah of Hervard University, for example-Mr. Dinwnra was born in Africa, wos educated in Europe, and teoches in the United States. He brings to his scholarship the mix of his expericaces. In a recent article in the journal Callaloo he describes how the game of crickel as played in the

diana University Press, 1992). Karla F. C. Holloway, professor of English at North Carolina State Mr. Diawara is moving to New metaphors and language appear in writings by black women in West

Professor Says He Has Been Cleared of Distorting Data

By DAVID I., WHEELER A University of Pittsburgh psychintry professor known for his research on the harmful effects of exposure to lead says a university panel has ununimously cleared him professor of psychology at the Uni of a charge of scientific miscon-

dlenum, says the university commillee found no meril in an allegation that he had unfairly manipulatd date in a landmark 1979 study of the effect of low levels of lead on children's intelligence.

Dr. Needleman says that the denn of the medical school has not yet approved the panel's report and that he has been told by the university not to discuss it further. University administrators declined hi continent on the report.

tion of other scientists because Dr. Needleman's research led to federal laws that attempt to limit children's exposure to lend, and because Dr. Needleman chose to fight the misconduct charge in pulywas nired in a public hearing at the university this year (The Chronicle. April 29)

mally cleared by the administration, the dispute over his research

may not end. The Office of Scientilic Integrity at the National Institutes of Health reviews all the findings of university misconduct investigations and can ask universilies to reopen investigations. Or it can conduct its own.

Dr. Needlensin has sied the integrity office, which requested the university investigation after reviewing a report by Dr. Needle. man's accusers, Sandra Scarr, a versity of Virginia, and Claire B. lirnhart, a professor of psychiatry The professor, Herbert L. Nee- and reproductive biology at Case Western Reserve University.

Suit Against NIH Office

The two contend that how levels of lead do not significantly affect children's intelligence and that Dr. Needlengan disturted his data in a 1979 study. Dr. Needleman says his original study and subsequent analyses of his data by others de slinw that lead ean cause substantial drops in children's intelligence

In the hiwsuit, filed in federa The case has attracted the atten-on of other scientists because Dr. court in Pittshurgh, Dr. Needle-nau cautends that the Office of Scientific Integrity does not provide udequate the process to seion. lists accused of scientific miscon duct. He also contends that the offiec's definition of scientific lie. His dispute with his necusers misconduct is unconstitutional. Dr. Needleman was necused, under a university definition identical to the office's, of "practices that Even if Dr. Needlemun is for-scriously deviate from those that are commonly accepted within the scientific community."

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NEW SCHOLARLY BOOKS

Compiled by NINA C. AYOUR The following list has been compiled from information provided by the publishers. Prices and number of pages are sometimes approxi-mate. Some publishers offer discounts to scholars and to people who order in bulk.

Oasih Without Wesping: The Violance of Evaryday Life in Brezil, by Nancy Scheper-Hughes (University of Cali Scheper Hughes (University of Chli-fornia Press; 614 pages; \$29). De-scribes the commonplace experience of hinger, sickness, violence, and death in n hillside shantytown above a modern plantation community in the enstern Brazilian state of Pernambuco; eastern Brazilian susted Permanhace focuses an how the routinization of in-find death affects the maternal re-ruptates of the sharpityown's women, required to the sharpityown's women, mainin, and Etimographia Reaponal-bility, by Margary Walf (Stanford Uni-versity) Press; 168 pages; 259, 50 hard-cover, \$10.39 pages 169, 169 pages (1994) of Irradiational con-tinuous of the cells of the sharping of the cell-city of the cells—a sharpin story, as see the cells of the cells of the cells of the cell-sity of the cells of the cells of the cells of the cell-sity of the cells of th

ARY AND ARCHITECTURE

Architecture, Power, and National Idan-fity, by Lawrence J. Vale (Yale Uni-versity Press; 350 pages; \$45). Shows how the architecture of national gov-ernment buildings reflects the political and cultuml balance of power in plu-ralistic societies.

and cultum balance of power in plu-ralistic socieles.

"Il Glan Gardinalia": Alassandru Fains-as, Pefron of fine Arts, by Clar Rob-crison (Yale University Press; 256 pages; 353). Examines the nittudes and motivatims of Remissance art pa-trons through a study of the commis-sions of Cardinal Alessandro Fames, one of the most promisent and one of the most prominent pr 16th-century Rome.

OLASSICAL STUDIES

Chanllan, by Chrisch Martin (Yale University Press; 192 pages; 530 hard-over, 511 pagestach). A erilled and bloamphical study of the Roman poet, a comparation of the Patilise of the Chrisch of the Patilise of the Chrisch of the Chrisch of the (Cornell University Press; 259 pages; 47,93). Discusses a politula; politi-col, and economic motivations that prompted ancient Arheniums to estab-prompted ancient Arheniums to estab-pantia, and Articologo (Pan, Artenia Articologo (Pan, Artenia Articologo).

Pan, Artemia Aristoboule, Theacus, Bendis, and Askieplos. Bootts and Gamas of Anciant Egypt, by Wolfanna Decker, Inansiated by Allen Guilmann (Yale University Press; 240 rages; 340). Transintion of a 1987 Ger-man work on the recreational activities of phanohs, nobles, and commoners.

FILM STUDIES

Stidias Brillah Cinama, by Robert Mur-phy (Dritish Film Institute, distributed by Indian. University Press; 320 pasen; 559,59 hardcover, \$25,59 paper-pack). Topics include realist films of the late 1950's and early 1960's, 1960's productions in the horror, crime, and comedy searcs, and disturbing under-jones in "swinding London films."

POLICIONE Ballafa and Holy Placea: A Spiritual Qe-ography of the Pirenta Alta, by James S. Griffith (University of Arizona Press; 219 pages; 322.50). Explores the iradillors and folkions of a regioe com-prising southern Arizona and northern Sonom, Mexico.

Нитору

Osmena White: Class and Culture in Antabellum North Carolina, by fill Casil-Fonzame (University Press of Casil-Fonzame (U

ARLY BOOKS

The Family Romann of the French Residence, by Lynn Hun Hun University of abottom, by Lynn Hun Hun Hunger and the American American State of the Presidence of the

Rassian and foreign forces in the nue-sian Civil War.

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A group of 738 faculty and staff members at Stanford University took out a full-page ad in "The New York Times" t express their outrage over a jury's acquittal of four police officers in the beating of

Rodney G. King.

While some on the Stanford cumpus endorsed the ad, others criticized the \$19,700 expense. aying the money would have been better spent helping people recover from the riots hi South Central t.os

Angeles. We felt \$19,000 would pitt a very small dent in Los Angeles." said Bonnie Hale, who works in Stanford's office of sponsured projects and served on the committee that organized the adcampaign. "We wanted to capture the attention of policy makers."

The ad was headed "... and justice for all." It depicted an Aniericus flag, with the numer of the contributors forming the flag's stripes. In place of stars, the ad had it message calling an other campuses to address issues of racism and the abandonment of our cities."

Most people whose names appeared in the ad contribu while a few gave more. Ms. Hale snlii Stanford employees who gathered ofter the riots wanted "to express same sort of solidarity with students disnurged by the

Faculty unions has year spent less time organizing new bargaining units and more time improving aervices to their current members.

That was one of the findings of the National Center for the Study of Collective Borgaining in Higher Education and the Professions. which publishes an annual summery of union octivities. The eenter, based at the City University of New York's Bernard M. Baruch College, reported that nearly 229,000 professors were represented by collective-bargoining agests inst year—2 per eant more than in 1990. It nutributed the increase to improved reporting mther than to a rise in inionization.
Only two faculty unions

representing full-time professors were certified in 1991. Thay were nt Butler County and Sussex County Community Colleges. Unions representing adjunct professors in the Vermont State College System and teaching assistants at the University of Wisconsin nt Milwaukee were also certified

Three unions staged strikes last yenr. They represented the finculties at Corl Sandburg College and the University of Bridgeport, and teaching assistants at the University of Massachusetts at

Amherst. Joel M. Douglas, director of the unionization was due partly to the allow callective bargaining in mare states. In states that allow it, he says, faculties that wanted to organize have already done so.

Personal & Professional



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And the production of the prod	COM NO.

Whittia Cammunications placed this ad, with a photograph of Banno C. Sohmidt, Jr., in newspapers last wask to describe the private-school project ha'll head.

Professors and Female Administrator on Minn. Campus Receive Death Threats

By COURTNEY LEATHERMAN

Federal and local authorities are investigating death threats made against a female administrator and male and female professors at the University of Minneaola at Du-

Recent incldants have recharged the investigations, which bagan last summer when Sandra Pasthorman, then a candidata to be vice-chancellor for heademic ad-ministration, received the first of several threataning letters. One warned. "Peminist bitch, don't come to Minnesota."

Ma. Featharman, who took the job last July, has received a total of six letters threatening her with kidnaping end death Mnny were signed by "The Deer Hunt-

"I have no doubt that these threats are overwhelmingly metivated by the fact that I'm a woman leader," Ms. Featherman acid in an Interview. "This has convinced me that my goals for enhancing diversity are more important then ever."

Soma believe the latest threats are a reaction to auch efforts. Leaflets left in camprofessor and members of her department who ware to participate in workshops alined at improving the campus climate for

According to the Minneapollo Stor Tribune, the leaflets stated that the "Imperial any professor who participated in the workshops, which Ms. Featherman had reindustrial-engineering dapartme

'Pats, Children, and Spouses'

Harry A. Michalicek, director of the campus police department, said the leaflets also contained threats to kill the "pets, children, and spouses" of the participants, and encouraged others to essassinate Judith A. Trolonder, a history professor who has criticized the university's and her department's treatment of women.

Mr. Michalicek said that investigationshad not linked the earlier threats with the latest one. Others on the campus think Continued on Page A16

bus buildings in March threatened a female

Council of the Deer Hunter" would kill quired for all members of the history and

As president of the Edlson Project, Mr.

Mr. Schmidt is expected to serve as president of Yale until the eod of this year. Vernon R. Loucks, Jr., the senior fellow

President Quits Yale to Develop Network of Private Schools

Some wonder how university will deal with finances in future

By LIZ McMILLEN The announcement last week by Bear C. Schmidt, Jr., that he would leave the precidency of Yale University to head a new private-school venture atunged many people on the campus and left some won dering how the university will deal within

Mr. Schmidt, who has served as Yale's preaident for six years, plans to heed the Ediaon Project, a venture that will develop a national network of for-profit private schools. The venture is operated by Whittle Communications, known for its "Channel One" television news programs, non ahown in about 10,000 schools.

Mr. Schmidt's departure caps a tumultuous year at the university, which has seen two other top administrators step down, difficult contract negotiations with staff members, and a contentious battle over how to cope with Yale's most severe financial problems in recent memory.

\$1.5-Billion Fund Drive

Just last month, the university embarked on a five-year, \$1.5-billion fund-raising drive, higher-education's largest. The compoign has already collected \$600-milion, and Mr. Schmidt, who has raised more money for Ynle than any other president, was seen as a critical figure in the

Mr. Schmidt soid that he was sad to leave Yole but that he believed the university was stronger thon ever. "Yale is great. It's going to be grent," Mr. Schmidt said at a news conference in Washington las atop an increasingly shaky foundation."

Mr. Schmidt said Christopher Whitle, chairman of Whittle Communications, had approached him two years ago about joining the Edison project. "He began by saying, 'You're going to think I'm crazy, but Mr. Schmidt said.

"I thought it was a little odd to contemplate leaving one of the most prestigi and creative institutions in the world to carry out a program that is not in existence and one that involves some risk." But he said he was convinced that what the cour try needed was "what the historians call s paradigm shift. And the only way to do that is to put into place a new system."

From Day Care to High School

Schmidt will be working with a team of educational theorists, Journaliats, and business people to develop an innovative educational model running from day care to high school. Opening the schools may cost as much as \$2.5-billion, and Mr. Schmidt is expected to turn his considerable fund-raising skills to drumming up investors. The first 200 schools are slated to

Continued on Page Aib

SEEKING COHERENCE IN THE CURRICULUM

At St. Lawrence U., a Controversial Course for Freshmen Seeks to Encourage a More Intellectual Campus Climate

By CAROLYN J. MOONEY

In the mid-1980's, a group of faculty members at St. Lawrence University sessed something disturbing about the tculture at their small, liberal-arts

There was a certain dominant ethos fatwas anti-intellectual," recalls Grant Conwell, an associate professor of phiisophy. It was an ethos, he says, that was defined both by the Greek ayatem, and searly half the studenta here join, mily a student body that was, and still i, largely white, affluent, and Northmism. (And outdoorsy: As one student here puts it, "There's, like, peer presare to get a mountain bike."

Thus began a series of informal disassions aimed at creating a more intelketsal climate on this small-town camna of old stone buildings and grassy undrangles. The result was an unusud-and cantraversial-first-year warse, now four yours old, that is taught adsively in freshmun dormitories rensaled to accommodate classrooms and

Taught by teams of three professors, te interdisciplinary course, most reonly called "The Human Condition," abult around the themes of cummunity ad identity end emphasizes critical thinking, writing, and public spenking.

This post ocodemic year, one group started out examining ecological communities by conducting field experiments, then went on to cover evolution, human behavior and communities, and cultural differences in society. They rend works by Plato and Hobbes, plua contemporary texts such as Marge Piercy's Woman on the Edge of Time.

Richard Guarasci, the dean of university programs and founding director of the course.

"The residential component is the defining element, Material files into the classroom." The struggle to develop a program to challenge first-year students is playing out on an increasing number of campus es. Under pressure to improve undergraduete education and offer students closer contact with professors, more inatitutiona are offering freshmen small classes that explore interdisciplinary themes. Some are also exomining the se-

quence in which students take their courses, and in some cases are adding senior-year "capstone" seminars uimed synthesizing what students have

A major ideu behind the program here was that students who lived together would also share intellectual experiences, blending academies and student life inside and outside the classroom.

"I got to know my students so well, I influenced them as whole people," suys Eve W. Stoddurd, an ussociate prafessor of English who has tunght in the pro-

Says Richard Guarasci, dcan of university programs and a government pro-fessor: "The residential component is the defining element. Material flies into

Debate Over Bathrooms

A case in point: When one section of students-who had been studying the political theory of social contractsfound themselves in a heated debate over whether their dormitory's bathrooma should be single-sex or co-ed, they took up the issue in clasa. Inspired by Rousseau, perhaps, they resolved the issue with their own social contract of sorta. (Bathrooms on two of the three floors were designated single-sex, while Continued on Foliowing Page

At St. Mary's College, Seniors Embark on Journeys Within Their Majors

By DENISE K. MAGNER

ST. MARY'S CITY, MD. Robin Bates, who tenches English at Mary's College of Maryland, took 25 saiors on a journey of self-discovery uside his classroom this past semester. His seminar introduced the seniors-English majors—to literary theory. But also gave them a chance to expiore sestions about themselves that most hidn't considered in an academic way before. Questions like: What attracted you to literature? Why are you drawn to some works and not others? And why did you decide to pursue "the atudy of

stories" in college? A different sort of intellectual journey twaited seniors majoring in social sci-ences at the college. James Conrad, an assistant professor of political science sight a seminar for them under the sobering title: "The U.S. in the 1990's:

The End of the American Dream?" Both courses satisfy the college's requirement that all students take a senior seminar within their major.

Many colleges are now experimenting with the concept of aenior seminars, partly in response to criticism that the college curriculum has lacked coherence, la addition, many campuses are creating new courses for freshmen.

Last year, in a report on undergradusis majors, the Association of American Calleges recommended that academic



Robin Bates, an English professor. "Students love this assignment. They resite that literature has antered into their depest conflicts at different mamants to thair lives."

departments seek to pull together the major in a final "capstone" course or aome other senior-year experience.

Demonstration of 'Mastery'

At St. Mary's, senior seminars be came a eoliege-wide requirement in 1985. A public liberal-arts college on the St. Mary's River in southern Maryland, it offers a highly structured curriculum to its 1,500 students. They must take a year-long sequence of courses on Western divilization as well as closses in philosophy, the arts, biology, physical sciences, and other disciplines.

The idea behind the senior seminars is "to make certain that students get an interdisciplinary perspective within the major," soys Provost Malvin B. Endy. la reality, he saya, "that happens

more in some academic divisions than in others": Senior seminors in biology and chemistry tend to concentrate on themes in their own fields, while those for social-science majors have been more successful in taking on interdisciplinary ap-

The seminars have another purpose, he says: "To enable students to demonstrate their mastery-if that's not too atrong a term for undergraduates-of the skilla necessary for that major."

Interviewing the Professors

One afternoon in Mr. Bates's seminar, students are acated around a large wooden table inside what used to be the president'o house on tha eampus. It's an unusual classroom-with ivory-colored curtains on the windows and flowery wallpaper in navy and beige-but it seems to reflect the more personal nature of the course itself.

The students are reporting back on an ssaignment: They were to interview a member of the literature feculty who had influenced them, and to describe what literary theory that professor es-

One senior tells of a faculty member who characterized her approach to literature as Marxlot and feminist. Another describea a professor who "practically despises" literary theory. "She said the-Continued on Following Page the third was designated co-ed at night and for women at other and class, hope to expand stu-

The rewards of the course are not always so tangible, and four years later St. Lawrence's firstyear program remains controverto 65 to keep it in place, but noteed to several changes to appeare crities. Among the complaints: The course has too many goals, fosters "politically carrect" quires professors to teach out of hours science autions. Others comtheir field, and diverts faculty menthers away from demutateurs

Students are equally divided. Some see the course as a hurden; others say they cannot appreciate its breadth until several years after they take it.

Some come with chips on their shoulders and view it us in loco parentis," says Mr. Cornwell, now the program's enordinator. They would prefer to he anonymous in

Vigorous Debate

Small liberal-arts campuses have un edge over insic universities in making curricular refurms. Nonetheless, St. Lawrence, with its 2,000 students, was hardly immune to the sendemic politics common in general-education battles. Over the past few munths, professors here have been vigorously debating the

Some suggest the debate reflects professors rejuctant to give up illi-

Continued From Preceding Page tonomy and new ercolleagues who. by mising issues of race, gender, dents' attitudes.

One of the program's most out-spoken critics. Tom Budd, a bioligy professor, offered a resolution this spring to abolish the course. "It's a one-size-fits-all philosophy." he says. He contends that the course's science component is superficial, and that its advising system-professors advise all students in their discussion groupsclasses when they lose professors to the program, and that there is pressure to teach in the program.

Mr. Build's resolution failed, but he notes that 40 per cent of the faculty voted mainst the program in the recent halloting. "I don't think there are enough people here who are dedicated to it," he said.

Advacates of the program. though, predict that the university will continue to give it a high priori ty, as it has since its inecotion. St Lawrenco initially spent \$1.8-milion to renovate three dormitories. New professors are expected to support the program's goals. Those who make a three-year teaching commitment get a semester's sabbatical afterward as an incentivo. And the program is now n prominently in its literature.

The discussions that led to the freshnian program began scound 1984. A two-year study led tu a se-

At St. Lawrence U., a First-Year Course is Taught in the Dormitories

Description: Since 1988, St. Lawrenca University has required att hmen to take a yesr-long intardisciplinary course taught in the dormitorias. The course, "The Human Condition," was developed to encourage a better blanding of academics and student life. It is built around the themes of community and identity and emphasizes critical thinking, writing, and public spaaking through a reading list that in-

Formal: Alt freshman are essigned to a residential "collaga" located in the dormitory where they live. Freshmen dormitories house el mic lounges. Each college has 45 students who meat twice a week as a group end twice a week for smaller seminars that might be held in a dormitory lounge. In each collage, the course is team-taught

Requirements: The course is being revised so that colleges will no longer share a common reading list, but they will still address common themas of community and identity. In academic 1991-92, atudants in one college started out examining acological communities by doing field experiments, then went on to cover evolution, human communities, and cultural differences due to race and gender. Assignmente include numerous oral projects, group skits, papers, and films.

Reading Lists it varies across collages, but atudants have routinely studied works by Plato, Hobbes, Marx, Locke, and other canonical authors, siong with texts that explore cultural and gander differences. such as Carol Gilligen's In a Different Voice.

proved by the faculty in 1986. But the content wasn't determined until those teaching in a pilot program hashed out the particulars at o retreat in the Adirondacks.

'No Common Diacourse'

Says Mr. Guarasci, the program's founding director: had no common discourse. There were times when we thought. This is not going to work. We made a

program. We were living what we were asking students to do.' Eventually, the theme of "identity" became the connecting give in the course, which has been re-

guired since 1988. The course works like this: Students are assigned to one of 10 separate residential "colleges" housed in freshmen dormitories. Each college, which might be an entire dormitory wing, has 45 studecision: The course content denis who meet twice a week as a would be shaped by those in the group, then brenk up for small sentPersonal & Professi

inars that might be held in the dormitory's lounge.

One day in the 1991-92 scade your, a discussion group from of the colleges was going the an exercise colled "The Meetin the Minds." It was early in to morning, and the students, som whom appeared to have is climbed out of bed and inde down the hall, were slouched a couches in the dormitory lounge

Boning Up on Marx

They were fine-tuning the presentations they would give be er. Each had been asked to play the part of a major thinker whose won the class had been studying 'Hobbes' and 'Marx' were grilled on their views, then got chance to challenge their felles thinkers-in character.

Leading the seminar was a buband-wife team of geologists. Catherine Shrady and John Burn nall. [They share a faculty pos tion.) Afterward, they discuss the difficulties that scientists in the program face. Both, for example had to bone up on Marx and were expected tu correct papers for the 5 students in their group.

Says Mr. Bursnall: "This is my first involvement with the great so cin1 thinkers. I've gotten a loi out of it. Unfortunately, there isn't enuugh time to do it justice."

Because of such complaints, future versions of the course will cover less ground. Identity will remain a common theme, but the common reading list will ter will fucus on a research proj-

Meunwhile, at the other end of Continued on Page Alb

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At St. Mary's College, Seniors Embark on Journeys of Self-Discovery Inside the Classroom

Sonior Saminars et St. Marys. College of Maryland

Continued From Preceding Page you're a literature major. So It's she says. "I have more power now art, don't have specific themes but to decide how I want to go shout are set up for white reto get power." the student says.

The assignment is the final piece of a three-part "reading history" that the students complete during the semioar. In the first part of the assignment, they wrote obout five s-whether in the form of fiction, poelry, or drama-that affect-Then they wrote about their highschool experiences, how they became interested in the field, ond what literary theories their teachers odvanced. Finally they ivrote ubout a literary theory that had become important to them as underernduates, and about a faculty member who had most influenced them at the college. The finished product ends up being 15 to 20

'It's Kind of Therapeutic'

"Students love this oasignment," says Mr. Bates, an associnte professor of English. "They realize that literature has entered into their dacpest conflicts at different moments in their lives."

Danielle R. Chappell, a sentor in the course, snys she was skeptical about it at first because the subject sounded "skelchy." She's changed her mind.

"This was a way to be introduced to literary theory without taking a theory class," she says. 'And it gets you to think about why you read what you read, why

Mory E. Benord, also s aenior in the course, says it has beloed her enced by har professors' theoreti-

"I reolize now how many differpulled by different professors," nars, such as those to biology and

to decide how I want to go about studying literature."

change regularly. An English semi-nar offered in one semester concentrated on women's literature ent ways I've been pushed and and feminist theory. Some aemi-

are sel up for stildents to write research papers or do projects. The themes of senior seminars in Laraine M. Glidden, a professor English and other disciplines here of psychology and human develop-

students majoring in her field this past semester. She chose the theme of longitudinal research. Nine students were in her seminar. One assignment was to select a topic and locate longitudinal studies on it. They had to prepare an oral presentation and find at leas! Description Students of St., Annie Chinist of Water Lines and Common within Abilitary The Seminars or supposed if project sellings compute the Major in an instructional improvement. Permats Assignment upon high major in an instructional improvement. Permats Assignment upon high project of leadings along description project of leadings along description. Permats assignment of the sellings of the sellings in the common of the sellings of the sellings in the common of the sellings in the sell 10 pages of reading that could be

ment, taught a senior seminar for

Senior Thesis Considered

closs to read.

The assignment, Ms. Glidden says, gets students to "take on the role of the instructor. They are frequently very anxious. But what invariably happens is that an atmosphere of rapport develops."

placed on reserve in the campus

Students in her seminar also write s research paper on a topic in he flaid, not necessorily related to longitudinal research. This year one student wrote about public attitudes toward the environment, white another chose the effects of day-care programs on the social development of children.

Selected Stores to Aprile Dutys; and strain medical price and flores.

If the salphars for success a social-side and the selection of the salphars for success and social-side and the selection point salphar than bedening over social price from the selection point salphar than bedening over social price strains of the Selection for the selection of the selection Ms. Glidden, who has been a facuity membar at the college aince nars are a good communol exper-1976 and also directs the honors program, says the senior seminars test students' abdities to write, think, and speak coherently.

"Of nil the courses I teach," she suys, "there is none other where the factility member sits almost as a co-classmember. Students really take major responsibility for what's going on in the classroom." While faculty members seem

generally satisfied with the senior seminars, a debate is under way about whether the concept should be expanded to require studes is to complete a senior thesis. Mr. Endy, the provost, has suggested that students spend one semester in a senior seminar and a second on a senior thesis.

The question of requiring a selibrary for other students in the nior thesis is part of a larger debate oo the campus. Last October, St. Mary's was designated an honors college by the Stale of Maryland, and the campus is now discu what that means for its curriculum

Currently, the only students re quired to write a senior thesis are those in the college's formal horors program. Some faculty members aupport the idea of requiring all students to write a senior the but doubt that the college has enough professors to provide the kind of guidance students would oeed. Others say not every student is capable of writing a thesis.

A decision is several years off, Mr. Endy says, "The senior semience for students in a major," he says. "A senior thesis is a much more lonely project—a rite of passage to the outside world."



ANNOUNCING

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THE INFORMATION

President of Yale Resigns to Develop Network of For-Profit Private Schools

of the Yale Corporation, said the corporation would appoint an acting president to serve until a new

Mr. Loucks and other trustees were full of praise for Mr. Schmidt. saying he had helped meml labor and town-gown relations, raised a massive amount of money, and torced the university to come to grips with its fiscal future.

The first news of Mr. Schmidt's plans come at a meeting of the Yale Corporation last week, hours hefore the university's commencement exercises. "I think we were ill quietly stunned," said Linda K Lorimer, president of Randolph-Mucon Woman's College and r member of the Yale Corporation.

Surprised by the Timing

Some professors and students grumbled ahoul the way the president broke the news: He and Mr. Whittle met with a repurter from The New York Times three days beforc he told unyone on the campus Apparently unly Mr. Lnucks knew about Mr. Schmidt's plans.

Others were surprised by the timing uf Mr. Schmidt's departure. coming before the university had resolved its budgetsry problems. "This has been a tough year al

Threats Investigated on a Minn, Campus

Continued From Page A12 they are reinted, and many believ the perpetrator is on the faculty.

Ms. Trolander says the threats are a "backlash" against steps the campus has taken to comply with a 1980 decree requiring the University of Minnesota system to improve

'History of Difficulties'

The workshops are the latest efforts to comply with the decree. Ju-dith S. Ksron, director of personnel and affirmative sction, was smong the officials who recommended that the two departments participate in the workshops. Ms Knron noted that the industrial-engineering department, where four contplaints of harassment and discrimination had been filed in the last five years, "hns had a long his-tury of difficulties." One incident involved n sex-hamssment case that the university settled in 1989 by paying the female complainant mura than \$110,000, site said.

Ms. Knron said she balicyed the history dopartment would have the workshops were seen by prosors as punishment, she said.

Roger A. Fischer, the history department's chairman, conceded that some professors resented the workshaps. But when asked if anybody was angry anough to take action against Ms. Trolander, ha suid. "in terms of writing a terrorist

threat, goodness, no."
To calm fears on the campus, the voluntary, sent students letters de crying the threats, and publicly ondemned the incidents.

around, but I think a lot of the problems had been solved," said Robert E. Apfel, a professor of me-

chanical engineering. Yale became embroiled in controversy when a "restructuring" committee issued a series of drastic recommendations to deal with a \$15-million deficit and the university's deteriorating physical plant. The committee sparked a great deal of auger and criticism among faculty members.

That criticism apparently led tu the resignation two months ago of Frank Turner, who as university provost served as head of the re-

structuring committee. Judith Ro-din, currently the dean of the gradnate school, will replace Mr. Turner in July. Same professors privately said they believed Mr. Turner had been "sucrificed," al-lowing Mr. Schmidt to mave ahead with another budget-cutting plan that had the backing of the faculty.

Donald Kagan, the dean of Yale College, also announced his inten-tion to resign. Donald Engeleman will serve as acting dcan until a replacement is found. Although same faculty members

are warried about Ysle's leadership, uthers see no eause far great concern. "It needs to be underscored that the permanent afficers af the university are the faculty, Ms. Lorimer said. "They are the true stewards of the place."

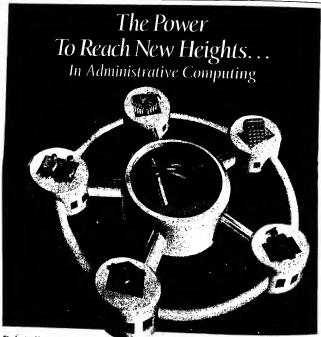
St. Lawrence Offers Freshman Course

Continued From Page A14 the dormitory, Joe Kling, a govern ment professor, was watching his seminar group conduct its version of "The Meeting of the Minds." The students were presented with a conflict and ssked to earry on u group dialogue in character, IAt times it was a stretch: As one group Such comments don't disco discussed why more women don't seek powerful roles in society. "Plato" interjected: "What about that Ferraro chick?" He was referring to Geraldine Ferraro, the 1984 Democratic vice-presidential enn-

When interviewed later, the students give mixed reviews about the course's emphssis on cultural dif-

. ference. Juhn Andrejkovics in proves: "Being from a small to you're not aware of racism and he mophobia," he says. Another ve dent says he is more tolerant of he mosexuality—but not much more so. "The 20-foot rule may become the 10-foot rule," he says.

age Mr. Kling, an early advocate of the course. "What this does is crente a group-life model rather than model in each dorm, be says. The whole thing is about giving voice to difference. Even students who hate the course are compelled to engage in a discourse that makes them think critical



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Thinks to a mathematics possessor at Bryant College, mearchers can now use a computer to search the historical seconds of an old New England

emetery. About three years ago, Alan Olisky developed a data-base program for the 55,000 cremation and interment records of the Swan ant Cemetery in East Providence. R.I. Before that, researchers had to such through file cards containing farecords, the earliest of which date lack to the cemetery's founding in

People working on genealogical darfs and authors doing bistorical research should find the computerized records useful, Mr. Oliesky says. "There are some my famous people there," he Ambrose Burnside and the commist and publisher Charles

Students at Lehlgh University ca watch live broadcasts in 30 ingusges in a new television issue called the World View

The university brings in foreign ares and cultural programs by abilite from Asia, Europe, the Stellite Communications for Letning Network, or SCOLA. Modents can view the programs Modely through Friday on a largeht lounge also has momitors for acks with an assortment of foreign

baguage periodicals. The World View Room, which spaed last fall, lets students immera themselves in a foreign basings and culture, says Victor G. Zabolotnyi, the director. "They can hear a language as it's spoken it real life and pick up clues about the culture that they wouldn't find in a

As a cost-cutting measure, the University of California has replaced "UC Clip Sheet," a ated publication for the news edia, with an electronic news

The service, called "uc NewsWire," offers stories under 46 different headings, ranging from griculture to vaterinary medicine he stories are released from the president's office and from the while-information offices on the system's nine campuses, five medical centers, and various To see what's a vailable on the

news service, journalists can select a topic from a story menu. The computer screen shows them the date and source of every story and provides a brief description of its content. It also indicates the amount of thus it will take to

download the pieces.

Journalists with a personal omputer and a modem can gain ecess to the news service by ralling (800) 395-5266.

Information Technology

Major Scholarly Publisher to Test Electronic Transmission of Journals

Elsevier's experiment will examine the economic, legal, and technical issues

By DAVID L. WILSON One of the world's largest publishers of scholarly journsls has begun an experiment that will eventually make some of its journals avsilable over computer net-

The project—the University Licensing Program, or Tulip-is believed to be the first attempt to make published, copyrighted msterial available over the Internet, s network of computer networks. Elsevier Science Publishers will make 42 of its materials-science journals available to colleges and universities that participate in the experiment.

Electronic distribution of journals is a

cherished gosl of researchers because of the speed with which the msterial esn be distributed and of a significant saving in costs. Publishers, however, have been slow to embrace the concept because they are concerned that users could easily pirate copies of protected works using computer technology, and becsuse of problems in the transmission itself.

15 Universities Take Part

About 15 universities have expressed interest in the Elsevier experiment, including Carnegie Mellon, Cornell, Harvard, and Princeton Universities; the Massachu setts Institute of Technology; and the University of Californis system.

The project will exnmine the economic, legsl, and technical issues involved in electronic transmission of journals, ssys Karen Hunter, vice-president and assistant to the chnirmun of Elsevier.

"Another project objective is to study user behavior," Ms. Hunter says. "What do people really went? How do they use this information? Is it really helpful to have it on the network this wsy?"

It is imperative that publishers find an-

swers to those questions soon, she says. The cost and number of journals keep rising, and budgets in scademe are not keeping pace. "We know that the universities can't afford to continue to buy journal subscriptions if these trends continue," she

Universities that participate in TULIP will have to make a substantial investment in software, says Ms. Hunter, but will recelve the electronic version of the 42 jaurnals at no charge, provided they subscribe nais at no charge, provided they not to the paper journals as well. Institutions that do not receive the paper versions will receive the electronic version at a steep discount off the paper price. "But," Ms. Hunter says, "we don't want to create tha

"Another project objective is to study user behavior. What do people really want? How do

they use this information? is

It really helpful to have it on the network this way?"



dar's Karen Hunter: "If na ona's using our information, we're of business. The aurrent market is not desirable for aither side."

expectation that somehow electronic Information is going to be a lot cheaper than nformation oo paper. I don't think that's realistic." However, she sdds, eventually an electronic version probably would cost newhat less than a paper version.

Better Means of Delivary

Publishers are desperately trying to come up with better means of dalivery for the information contained in thair paper journals. "If no one's using our informs-tion, we're out of business," Ms. Hunter says. "The current market is not desirable

Instead of strings of letters, TULIP will post "pictures" of pages from the journals.
The images will be alectronically copied from the finished journals, much as a facsimile machine makes a copy of a docu-ment and sends it over telephone wires. One of the biggest rosdblocks to the de-

velopment of electronic, peer-reviewed scholarly journals has been the difficulty of transmitting graphics in a timely fashion. TULIP sidesteps that problem by not Iransmitting a free standing graphic of a table or a chart, which creates certain technics

roblems. Instead, TULIP incorporates the graphic in ao image of the full page, which is easily transmitted and received.

That creates new problems, however, When data are stored electronically as individual letters, computers can look for key words and phrases. The ability to do keyword searches is one of the most powerful tools that dats basas can offer re-

But because the data stored under the TULIP sysiam will exist only na a series of pictures, not as letters and words, such searches will be impossible. Ms. Hunter says that the project, which is expected to last three years, eventually will give users that capability.

Limitations and Enthusiasm

Despite the limitations, participants say they are enthusinstic about the program and its potential.

Greg Anderson, associate director for systems and planning for the MIT libraries, says: "People do want to search within the documents thamselves, and that won't be possible, but they will be able to do biblio-

Continued on Page A20

TECHNOLOGY UPDATE

- Students at Stanford file records electronically with registrar
- U. of Cal. at Davis encourages some on etaff to work at home
- Project's network would print books and journals on demand

Stanford University has replaced most of the traditional paper forms that students filed with the registrar with a system that icts them file and receive information by computer. Budget and staff cutbacks forced

the registrar's office to develop less expensive ways of letting stadents check on their academic records, sign up for courses, and up-date their files. "This isn't an alternative way of doing business. We ilon't accept paper for those things mymore," suys Elizabeth Hodge, systems-development analyst.

Each student is given a personal identification number, based on combinations of familiar numbers. such as birth dates and Social Sccurity numbers. The numbers proe some security for the sensitive duta in the system. Students can gain access to the system over the campus network from u cumpushusen computer or from home, us-

Other divisions of the university, such as the financial-sid and housing offices, are interested in using the system, Ms. Hodge says.

For more information, contact Ms. Hodge, Registrar's Office, Old ly, Stanford, Cal. 94305-3005; (415) 723-6226; ELIZABETH.

Administrators at the University of California at Davis have ers, facsimile machines, and at any site connected to the Inter-

vice-chancelist for employee relations, says the university started vard University's Office for Inforthe "telecommuting" program about a year ago to help reduce deinsuids nit the state's transportation system, case congestion in parking lots, and reduce stress on the university's physical plant.

Mr. Shinick says the institution and most program participants alrendy had much of the equipment for telecommuting. "There was lit-tle additional expenditure needed for hardware," he says.

Several dozen stuff members have taken advantage of the policy so far, Mr. Shinick says. The uni versity is about to begin a study to see how the program is used and

"We think the program is a great help for people who have domestic responsibilities that might sometimes conflict with the job, such as n sick child," Mr. Shiznek says. "Faculty members have been tele commuting for years. We're just trying to let other people make use of the technology."

Mr. Shimek, Mrak Hall, Universi of California, Davis, Cal.; (916) 752-3383; DWSHIMEK,EOU,-

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nct, a network of computer netmation Technology, is managing the project, which involves severa dozen colleges and universities.

Printing and Distribution project or curto, plans to use existing technology to tailor books for courses and individuals, allowing inexpensive updated versions to be printed and bound quickly, Mr. Hall says.

print more useful," he says, "and

help people do things a little bit bet-

Eventually, he says, users will be able to call up documents from catalogues, proofresd them, and make copies that are indistinguishable from a printed product. Contnuters would track the dunlication of copyrighted material so fees

For more information, contact Mr. Hall, Harvard University, Office for Information Technology, 50 Church Street, Cambridge, Mass. 02138; (617)495-3240; Stratt. GHARVARDA.HARVARD.EDU.

-DAVID L. WILSON

Briefly Noted ■ The Congressional Office of Technology Assessment hits issued a report, "Finding a Balance: Computer Software, Intellectual Property, and the Challenge of

formation in electronic form. 236-page report is available for to from the Superintendent of Dr ments, U.S. Government Princ Office, Washington 20402-932 (202) 783-3238. The order man is 052-003-01278-2.

M A list of textbooks for family members who use statistical set ware in business, engin mathematics, natural and soc sciences, and other disciplines available free from Minitab la 30g1 Enterprise Drive, State Col lcgc, Pa. 16801-3008; (BI4) 29

Systems, a collection of essays the implications of computing a communication edited by Aller Klinger, a professor of computer science at the University of Calfornia at Los Angeles, is svalishi for \$79.50 from Plenum Publishin New York 10013; (800) 221-93@@

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Continued From Page A17 graphic searches in separate files that Elsevier will provide."

Mr. Anderson says the real at-traction of 100 to its potential to save library patrons time and allow for easy retrieval of information. 'Our interest is in the service implications," he says. "The key advantage from a service stundpoint is timeliness, being able to get the stuff quickly.

Ordinarily, he says, when someone needs a journal article, he or she must track it down, or ask a librarian to find it, photocopy it, and then send it along through some sort of delivery service. Has ing the material assitable on a computer of the push of a button makes the task much easier, he

September Deadline

Ms. Hunter says she hopes that TOLD will be active by September, but she ucknowledges that time frimes un such projects are nuturiously inuccurate.

Unexpected technical problems have delayed similar projects, such as a new electronic publication being developed by the American Associution for the Advancement of

That publication. The Online Journal of Current Clinical Triuls, was supposed to appear in April hut has been delayed until July 1, says Patricia A. Morgan, director of publications for the AAAS. There are enarmous technical difliculties that must be overcome in thexe undertakings," she says.
"We just miscalculated how quickly we could solve them."

The AAAS project is entirely elec-tronic and therefore differs significanlly from TULIP, Ms. Hunler

In addition to the technical probicms of electronic journal delivery the AAAS must persuade authors to submit high-quality papers in a nev medium that may prove to be large ly etherent.

The AAAS is engaged in a heroic effort to establish true electronic publishing," Ms. Hunter says, Tu-LtP offers simultoneous publ in both print and electronic for mats, sn the Elsevier experiment does not face that hurdle.

Some of Elsevier's journals are aiready distributed on CD-ROM. and TULIP can be inoked on as a step beyond the CD-ROM project,

Seeking Hard Data

The point of TULIP is to give everyone involved in the process some hard data about how such informution can be used, and what needs to be done to ninke widespread use of electronic journals

"The universities want to learn how to deal with large volumes of journal information in electronic form on their networks," Ms. Hunter says. "Publishers need to ilevelop new models of pricing and distribution. We think rulle will help everybody get a handle on what needs to be done."

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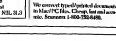
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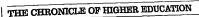
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Section 2

June 3, 1992



By William C. Richardson T IS HARDLY NEWS that the pution's health-care system is suffering from inplanned and uncoordinated growth. The symptoms are all uround us. In many of our leading modical centers, in-sured patients slide into multimillion-dollar diagnostic machines, while only blocks sway, uninsured young mothers try to raise yet another

generation of at-risk babies. We also know that despite the rapidly escalating costs of health eare-now more than 13 per cent of our gross national product, or more than \$700-billion a yearmore than 34 million Americans have no medical insurance. We all pay the costs of that gap, sometimes directly for care of indigent patients and certainly indirectly in the increased burdena that fall to our academic health-care centers and social-wel-fare systems. The United States is one of the few industrialized nations that do not finance health care for all of their citizens: only 46 per cent of our population below the poverty line even qualify for Medicaid.

Because of the current crisis and its recent transformation into a national political issue, members of Congress, the Bush Administration, medical associa-tions, health-policy makers, and editorial writers on most of the nation's leading newspapera are calling for changes in our health-care system.

Now is a good time, then, for educators of the nation's eight million health-care professionals to realize that we have more influence on the health care system than we might care to admit: through what we

Educating Leaders Who Can Resolve the Health-Care Crisis

University programs must be transformed

teach, through the role models and men-tors that we provide, and through the kind of clinical sites in which we educate our

Each year, the nation's academic health centers graduate more than 96,000 doctors, dentists, nurses, public-health practitioners, and pharmacists. Between now and 2005, we probably will add more than 1.3 million of these professionals to the

But are we lenching our future lenders what they need to know? The evidence is mixed, judging from a survey conducted by Louis Harris & Associates for the Pew Health Professions Commission. The commission has been studying the changing health-care scene and the implications of those changes for how health professionals should be educated.

In the Hards survey, 1,501 practicing dentists, nurses, pharmacists, physicians, and veterinarians were asked how importani it was for health-professions schools to provide instruction in areas beyond the aditional clinical and basic-science cur-

OPINION

ricula. Those areas include factoring the cost of trealment into decision making, encour-aging healthy behavior in pailents, and communicating effectively with patients or with elients and their families.

Of the health professionals polled, 86 per cent said that their schools had done an ex-cellent job of teaching them how to diagnose and treat diseases. But 64 per cent said that

one of the greatest areas of weakness had been in teaching stitdents how to factor the costs of treatment into their decision making. A slight majority (52 per cent) gave their schools only a "fair" or "poor" raiing on how well they had trained them to evaluate the appropriateness of complex

LMOST FOUR-PIFTHS of those polled (79 per cent) felt that it was very important for schools to teach them how to encourage good health; yet 34 per cent indicated that their preparation for doing this had been inadequate. Pinally, 91 per cent said that teaching students how to mmunicate effectively with patients and their families was very important, but 36 per cent gave their schools o poor rating in

11/1

Clearly, if we do not change the education we provide now, we will not produce practitioners adequotely prepared to cope with the health-care issues that will dominate in the future. All of us in health-professions education-faculty members, department chairs, deans, vice-presidents, and presidents-must encourage the de-Continued on Following Page



PINION

in my protests that I couldn't

assably be expected to flaunt

my sm like a circus freak. Be-

iks although I didn't know oth-

which his age who wanted to be

pleoidogists (a word many

sits can't even pronounce).

Houseld care? To most people,

beautot so much a little savant

a "precocious," a word they

and pojoratively.
At age 3, Demir had a library of

ant Shooks in which The Ugly

Aciling held the place of honor,

Metinian diaspora.

athesuse it seemed to be a parable but

bone in his mind it was a narrative of

primal existential angst. I regretted ever

introduced him to it. At 7 he pub-

lish poem on the Shoh of Iran; at 10 a

War to the editor on the tragedy of the

ist school in Pakistun was onother

wit sprison where he had to sit upright

sismall wooden chair; where silence was

while over participation; where failure to

can by rote resulted in a slap, often

was the face with whotever hungered tu

leisateacher's hand. I couldn't help cry-

by with anger and frustnation when this

appeard. "Don't hit him," I begged his

tachers, "You don't need to hit him tu let

him know that he's failed; he's a little

with-he knows." Intelligence equals

menorization equals learning, I was told; ties are rules. Clearly, schools in our so-

city did not have the ability to recognize

After our arrival in 1983, when my son

vas 10, life remained "normal" in many

Fays. At 13 he was reading Gogol and Tol-

olic "lapses" into Tolkien. At 14 he

smiled; he had found P. G. Wodehouse.

Merer the same for him after he discovered

15, the books under his bed were a dement-

Zola, Sartre and Heidegger, Vonnegut and

Rabelals, Balzac and Monty Python. His

favorite movies? Brazil; Agulrre: The

Music? Demir's taste ranged from Mo-

an and Chopin to the German "Industrial

music" group Neubauten. He eonaidered

the television show "Leave It to Beaver"

Indictment of conformism in America,

while the movie Robocop depicted its Inev-

lable, capitalist atomization. Light con-

ersation at lunch: the relationship be-

tween God and the Devil io Christianity

and Islam, the problems of Aristotelian

Wrath of God; Nosferatu.

Dostoyevsky and Pushkin, with peri-

That was before coming to America.

Educating the Leaders Who Can Resolve the Health-Care Crisis

Continued From Preceding Page velopment of new competencies in health professionals. These skills must reflect a changing reality in which:

- · Health-care issues will be addressed on a population-wide as well as on an indi-
- An older and more ethnically, racially. and socially diverse population will demand better access to health care.
- Increasingly complex medical technology will call for deeper examination of both medical ethics and the cost of care.
- Greater sophistication will be required in manuging and communicating information and knowledge.

As a result of such changes, health-care professionals will need a foundation in the social sciences, as well as in the clinical sciences. Understanding group dynamics. communications, the sociology and epideminlogy of illness, and information management will be keys to successful prac-

Professionals must be prepared to work in teams and in mon-traditional settings to deliver primury care. Programs that deliver health services in people's hames, at special sites for the elderly, and in schools will allow better coordination of care, listering independence for patients and incrensing the efficiency of the system.

DRACTITIONERS also must be prepared to work with patients who are active purtners in maintaining their own health, since many pntients are becoming incrensingly knowledgeable about health care, more willing to assume re sponsibility for their health, and more demending in seeking medical information and appropriate care. This will require more effective communication and counseling skills in health practitioners.

Practitioners also must understand how and when to use sophisticated technology. They must know how to use computers to gain access to enormous amounts of scientifie information stored in computer data boses. They must be sensitive to the ethicul issues that are becoming ever more urgent with the march of technology. (The fact that a book for the terminally ill on how to commit suicide shot to the top of The New York Times best-seller list is n elear signol that the health-core system is not addressing issues of deep concern to patients, including humane treatment that accepts terminal Illneso.) And practitioners must understand different cultural volues in a society that is growing more ethnically ond racially diverse. By some estlmates, one-quarter of the population will be African American or Hispanic American by 2005, and that proportion is expect-

To prepare health practitioners adequntely, educators must examine the following arens:

" The core curriculum. Are schools teaching students not only cthical guidelines but, even more important, ways of nppronching and resolving ethical Issues? Are universities teaching the akills and concepts required for communicating and collaborating with both colleagues und pahave a stronger bone in the humanities and social sciences. Making room in the curriculum for such material may be ensed by the foct that as professionals gain access to sophisticated computer systems, they will not need to devote as much time in their student years to absorbing erushing quan-

■ The teaching-learning process. Are

schools promoting problem-solving skills? In recent years, the emphasis on students as active learners has eroded. Expanding knowledge has led to a more reductionist. technical curriculum, with ever-increasing amounts of information crowded into lectures. In some cases, laboratory hours have been shortened to provide additional

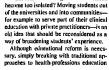
To be effective practitioners, however,

"Increasingly complex medical technology will call for deeper examination

of both medical ethics and

the cost of care."

students must do more than memorize facts; they must be actively and thoughtfully engaged with the naterial that they are being taught. The trend toward shorter hospital stuys, under pressure from federal health-cure regulations and private insurers, has detracted from the effectiveness of learning in hospitals. If traditional ways of promoting learning, such as providing inpotient care, are no longer viable, educa tors must use different techniques, includ ng computerized approaches that simulate diagnostic situations



■ Educational settings. Has education

is not enough. Administrators also must reshape some fundamental elements of their institutions. For exemple, educators must develop clear and distinct missions for their programs. The successful schools of the future will identify particular emphoses, such as rural health, and direct substantial resources toward addressing those

Further, desns, department chairs, and fseulty members must re-examine the traditional opproach to faculty rewards. In many instances, the current system is

hased on performance in research. A though it will be difficult to do so, erab, tion systems must be devised that accord more emphasis to putient care and teach

In creating a new model for health-pa fessions education, the most challenging task will be to retain all that is valuable the current instructional process, whiled veloping new ways of organizing people knowledge, research, and patient carr Creating programs and schools that edr cute students to fill the new expectation for health practitioners is on enormor challenge for the leaders of health-profes sions schools. The schools cannot make form themselves without strong support from their parent universities, profes associations, state legislatures, the federal government, and the public.

Boards of trustees and presidents of universities should encourage their healthprofessions schools to apply all the resources-analytical, problem-solving, and ed ucational—thut are ovailable in universities to the practical problems in health care, much as the land-grant colleges addressed agricultural problems more than 100 years ago. In doing so, universities have the potential to contribute significant ly to one of the most important issues we now face as a society

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Rules Are Rules? How the System Failed to Serve My Exceptionally Gifted Son

philosophy, the connection between surrealism and politics.

But school was very different from the world we had left behind in Pakistan. No more slaps. My son was identified as a gifted and talented child with an unbelied ubly high 10. He was one of the few kids selected to attend on srehaeology program for gifted children sponsored by my university. Throughout school he was placed

n accelerated classes. But gym und lunch were another atory. Demir was "small," he sold defensively; he wore glosses. He couldn't dangle from the ropes in gym like the big American kids could. What did they think he was, Neanderthni? And lunch? "Do you know," he osked me two years ago, "how it feels when kids get up and leave when you sit down next to them?" Suddenly I under stuod why he had taken to akulking oround the school corridors.

LEARNED ABOUT RACE in Americo through my aon. "The blocks think I'm white," he said. "The whites think I'm black. But I'm neither." So when he ran for vice president of the student council, he got two votes. (The kid who won had promised to install a Coke machine in the halls, Demir said, I tried consoling him by saying that images of cor-porate America in school corridors lind to But Charles Schultz and "Peanuts" were win out. "Think of The Ugly Duckling," I emiotics and Umberto Eco. When he was ed clutter of Smith and Marx, Waugh and

High school? For many, it meant drugs, aex, alcohol abuse, and nude posters in lockers. But for Demir, it meant the International Baccalaureate, an accelerated program for the exceptionally bright. Then his locker was vandalized—twice. He lost not just his jackets but his books, bags, ootes—everything that I couldn't afford to replace or that could not be replaced. The efta, random or not, accentuated his social rejection; he felt singled out, persecut-

"I thought of killing myself today," he told me quietly the second time his things

were stolen. He becsme indifferent to his schoolwork, even hostile. He could debate the nature of the Bismarckion state with German professors ot my university but managed to show only enough interest in

high-school history to get a B. It was not until his junior year that he ade friends. No more summers spent in bed reading Camus and Joyee. Now he could go out. He could laugh. (With five chairs around a table and six people, he still was the one left standing. But things were improving.) He had found acceptance, but often at the price of neglecting

Still, he graduated third in his class of 52, with 37 International Baccalaureate points, including three 7's, the highest score. He earned outstanding scores in epistemology and the extended essay.

One tencher noted that his mark of 7 in English was one of only 50 or 60 in the world. Another said, "I learned more thor I taught" in dealing with him, adding that Demir was "a scholar of the highest order [who] will bring honor to any college or university of which he is a part." Another found him "truly one of the finest atudents I have encountered in my 16-year teaching career. He epitomizes tha highest qualities of our 1a program, exhibiting creotivity, intellect, and incomparable academic dis-cipline. He is a 'student-scholar' in the truest sense of the word."

His grade-point average (non-10) was only 3.69. He had a combined score of 1340 on the Scholastic Aptitude Test (720 in the verbal section) and 33 on the American College Testing Assessment. An adequate parformance, but clearly not as exception-

al as he was. Time to travel, he said, "I want to study at the London School of Economics." He was admitted, but with no aid, and I, just entering the job market (for oew Ph.D. a). couldn't afford to send him. Not to worry, I said, any good college in America should

be proud to have you.

I called an Ivy League college close by.

"What?" said the person in the admissions office. "Admitted to the LSE? Well, if he's good enough for LSE, he's good enough for us! Three 7's? He shouldn't have a problem. What? Well, OPA's aren't everything. No extracurneular activities? Well . . . that's not all we look for, you

A month later, after his interview, the guy who interviewed him told me he had never met unyone like Demir. "I interview hundreds of kids, and they're all the same," he said. "Your son is extraordinury, you know. He is tnily a seholar." Encouraged, my son applied to the college, submitting two pieces as writing samples: one a humonist critique of skepticism (skepticism, he nrgued, denies epistemology; Kantisn notions of knowledge may not

be critical for leading a fully human life); the other, a comparison of Camus's, Kafka's, and theen's treatment of society versus the individual.

I recently got s call from the college.

They could not odmit him; his highsehool transcript was "average," What of his IB scores? Well, 7's were common, they said, and, besides, he had a 5 in math. (Did they know the value of an 1a 5?)

ID THEY UNDERSTANG the relationship between his transcript and the dynamics of race? They knew about the thefts. They said. What about his evaluations from teachers? Actually, all that mattered was his grade point avernge, they indicated. Intelligence equals grades equals learning; rules ore rules. He should build up his credentials, perhaps at a state college, and then re-apply, I was

I wonted to ask why an Ivy League college should want its applicanta validated by a stote Institution. Whot can some A'a show that my son's record con't? Doeon't it motter that not many freshmen know about skepticism and existentialism, much less about the differences between tham; know about not just Dall's art but also his politics? How many can refute accepted wisdom about the lack of a moral premiae in Waugh; can distinguish Kurosowo's exesses from Bergman's? Don't Intelligence and versotility mean anything? Or do Ivy Leogue colleges in America not unde stand the difference between learning and grades? (Or should a bright but indigent third-world student not be insolent enough to apply to an exclusive inatitution with o large endowment?)

To give the college the benefit of the doubt, perhapa its response is emblematie of the inreer malaise in American higher education. People seem to be loaing sight of what knowledge and learning are all about-the ability to grow intellectually; to grasp the connections between distinctive

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MÉLANGE

Education and Racial Self-Consciousness; the Challenge of Diversity for All Museums; the Simplicity of Opposites

FROCENTRISM—an offshoot of Pan-A African thought which argues that the world should be defined through the unique perspective and consciousness of African peoples—as a school of thought is worthy of serious study, but like so-called Eurocentrism, it is not a proper prism through which to see eduention. Advocates of Afrocentrism are not concerned with consensus because they see education as a hegemonic contention. This is not surprising because blacks historically view, and rightly so, the attniument of education as a drama of embattlement.

But black children are not suffering from enduring a "politically incorrect" education. They are suffering because few people care whether they are educated at nil. Black minds are not being destroyed by "whiteness"; they are being destroyed by neglect. It is not a horror if a black child loves L. Frank Baum and has never heard of Sundiatn; it is a horror if he or she io incapable of read-

If Afrocentriam Ignitas the black community to become actively involved in its children's education, this la good. But the battle is not with Eurocentriam or "culturally blased" tests. The battle is against the massive indifference, bureaucratic self-interest, and the aheer helpiessness that public educntion seems to have spawned. We must commit ourselves to the ideal that "disabled" children, who are often rendered dysfunctional by their environmeni, can and must work for the life of

frocentrism as intellectualized racial self-consciousness may be of some educational volue as long as one is aware of its considerable limitations. If, however, racisl chauvinism has distorted and debilitated American children's education in the past, how can more of it help? That is to say, if Eurocentrism is bad, how can Afrocentrism, or any

other centrism, be good? -Gerald Early, professor of English and African and Afro-American stadies at Washington University, in the April issue of Measure. the newsletter of the University Center for Rational Alternatives

DERHAPS the central challenge before museums today is to find woys to address themselves to the increasing diversity, and at the same time the growing interdependence and vulnerability, of social life everywhere. Museums need to see themselves, and to be publicly recognized, as important institutional means by which every group in our very pluralistic sociaty can define itself and represent its place within the complex, dynamic circumstances of contemporary life.

Museums will fail to meet their responsibility to pioneer in presenting new and diverse visions and challenges If they are unprepared to risk occasional criticism and controversy.... As ofurther step, museums can and should move beyond their prevailing stance of suthoritative anonymity in exhibitions. Where contentious views are important to an exhibition, they should be put forward. The public is entitled, however. to have the controversial nature made plain, and to have the views attributed

to the particular scholar or curator responsible for them. The place to strive for balunce is not in the neutrality of s particular exhibit but in the full range of a museum's public offerings.

-Robert McC. Adams, Secretary of the Smithsonian Institution, the May issue of Smithsoolar

Human usings love to divide the world and its inhabitants into pairs of opposites. . . . We are drawn to the simplicity of opposites, which elarify the world and obscure the annoving fact that truths come in shades of gray. . .

We all lapse into oppositional thinking without being aware of it. Io one charming study, parenta were simply asked to describe their children. Those who had three or more children spoke about each child in individual terms: Jane is intellectual, they might say, Sam is sociable, and Pam is athletic. Parents who had two children, however, deacribed them as opposites; Pam is a leader, Sam is a follower; Sam is the sociable soo, Pam is the oasoclable

Unfortunately for our habits of thought, if not for our other customs, human beings do not come in three sexes. As soon as we start thinking of womeo and men as opposites (autonomous/dependent, independent/connected, care-based/justice-based, warmongering/peace-loving), we overlook all the other factors that influence them, ouch as race, class, culture, and age.

-Corol Tavris, sociol psychologist, In The Mismeasure of Woman, published by Simon and Schuster



LETTERS TO THE EDITOR

A Rush to Judge the Higher-Education Act

The House-Senate conference on reauthorization of the Higher Educafrom Act will not begin until mid-June, and it could be mid-summer before Congress sends the linal hill to the White House and dares the "education President" to veto it.

Nevertheless, according to The Chronicle 1"Callege Officials Say Politics and Budgetary Constraints Promise of Reform," April 23), a gaggle of lubbyists and consultants (some of whom should know better) have already rushed to judgment with the view that whatever the conference produces will be unsatisfactury: mere minor reforms and tinkering, incremental rather than radical "The forces of the status quo seemingly have won again," one

Such judgments ignore the major substantive changes both hills make in almost every title of the Higher Education Act. For example, the fi nal product of the conference will almost certainly include the following changes in federal student-aid pro-An overlant of the Pell-Grant

furnish to larget the needlest stu-dents more effectively. For the first time it would make the award tuitionensitive, take more realistic account of living costs, and, as more funding hecomes available, make mure mid de Income families eligible. Currently most eligibles from middle-income milies receive the same award. whether they commute to their loca community college or attend a fouryenr public or private institution in o

■ Simplification of need analysis nto n single system with a free feder-

Changes in the loan programs to provide more-flexible repayment ontions for low-income borrowers, while assuring eligibility for unsubsidized loans to all students regardless

■ A direct fedeml-lending demonstration involving some 500 institu-lions, which could set the stage for programs in the future.

· Systematic strengthening of the roles of the federal government in program eligibility, the states in licensure, and the voluntary accrediting agencies in preventing program abuse and assuring academic quality. A broad authorization to pro-

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especially one of color, so be it.

aspects and levels of social reality; to form the enpac-

ity for lucid articulation, self-actuolization, and cre-

NSTEAD, they seem to be engaged in an Oliver

It is more students with more A's on their tran-

scripts; for faculty members, it's more books, arti-

more mnney in their endowments. Never mind the

resulting loss of creativity and spontaneity, the confu-

sion between numbers and value, and the growing

inability to distinguish the Iruly gifted individuals

from those who just play the game and earn good

grades. Let's just have more! If one casualty of this

unholy crusade is un extraordinary young person,

I console myself that a parallel exists be-

cies, and papers on their vitae; for administrators, h's

Twist-like quest for more: for admissions offices.

secondary schools than the Adminising proposals. It would give at risk ents early opportunities to enter a college track, with counseling and mentoring to guide them through their school experience and the promise of college scholarships for all who complete the program.

Such changes cannot fairly be characterized as tinkering with the Matus one. And the final act will include many more changes of significance, including substantial overhands of the graduate-fellowship programs, the foreign-language and rea-studies programs, and provisions to strengthen teacher education and recruit minurities into teaching.

In summary, the 1992 amendments to the Higher Education Act will make the most sweeping changes since the law was first enacted in 1965. How, then, can such landmark legislation he so shabbily dismissed?

One apparent enuse is the loss of provisions making the Pell-Grant program an entitlement. . . The higher-education community which had long sought a Pell entitlement, was understandably disappointed Dropping the Pell entitlement

With no beingval, however, only a reluctant recognition that there is no practical way to achieve an entitlement under today's budgetary rules and restrictions, unless those rules are waived. In preparing its legislative recommendations for reautharization a year ago, the American Council on Education sought the help of expert draftsmen, who advised that a Pell entitlement can anly be necomplished by the sudden death of joint referml to the Ways and Means and Finance Committees.

The House and Senute education subcommittees had the same problem in shaping their bills. Their solu-tiun did not actually create an entitlement, it simply declared one. Both chairmen, Sen. Claibome Pell and Rep. William D. Ford, planned to take their bills to the floor and challenge the Congress and the Administration to deliver on their rhetoric about the priority for educational opportunity. Unfortunotely the Demo-cratic leadership failed to support them, the White House threatened a veto, and the offending provision had to be removed to obtain bipartisan

How the System Failed My Exceptionally Gifted Son

the states. This has the potential for and the Bush Administration are leveraging far more sweeping re-forms throughout the elementary and front an urgent domestic agenda, it makes no sense to blame the bill for the loss of the Pell entitlement. That must await a future President comrhetoric to arhieve the necessary investment in our human resources Blaming the bill conveys exactly

the wrong message: "We may have a lot of nice new authorities, but they'll never he funded." The right message

The resulthorization of the Higher Education Act represents major progress; now we have a lot of work to do. We must increase our efforts to hold Congress and the Administra promise of equal educational on tunity. If we do our work, the progrums will be funded-sameday

CHARLES B. SAUNBERS, JR.

Presidential war powers and free speech

То тне Есітол: Donald L. Rabinsan's commen-

tury, "Make the President's War Powers a Key Issue in the Fall Campaign" (Point of View, April 22), is worthy of praise. It sounds an important note in the present political situation of this country: The President's power has been overaggrandized by placing a missive standing nrmy at his disposal. The aims of the people of this eauntry cannot be fairly represented or served solely through the political, business, and ideological interests of the executive branch. What is required in the face of world events is to foster the dissenting voice of political action and opinion We must not be nimid to spenk out against the overreaching palicies of our appointed leaders and to resist the recent trend of equating patriotism with nationalism and criticism

with the lack of pride, Our Constitution guarantees the right to a form of government fueled by common sense, debate, reason, and consensus. . . . Our Constitution expressly precludes any form of government that derives its authority from the intentions of our ancestors. For this reason I would caution Mr. Robinson on his sppeal to the "frampassage.

ers." No matter how great their
when the Democratic Congress
minds, the intentions of our forefa-

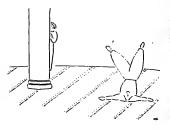
> tween the Ivy League college's response to my son and the written response of a young person with whom Demir shared this poem, written when he was

Gather up the force of reoson Turn back love hi every section Could love be dulled with opiate houds And quickly trapped in iron bonds? The prison then would reach the skies But fore would ouce agoin be freed

By immun eyes . . "What is this writting?" the friend wrote back eruditely. Today, this person is attending an Ivy League college on a full fellowship. Clearly, even in this country, colleges do not al-

ways recognize or valua exceptional people.

Asmn Borias is assistant professor of politics at Ithoca College.



MEVER SEEM DR. ALCOTT HAD SIXES AND SEVENS SO AT

al's opinion. And this is trutumount

to the warship of the dend and the

If this seems a bit far-fetched, con-

sider that the "intention" of the

"framers" is closed to all but those

who practice the art of conjuring spir-

its. Our palitical debates cunnot be

founded in necromancy. We have at

our disposal, nat the spirit of the enn-

stitutional framers, but only the

wards of a 200-year-nid document

Accordingly, our concern aught

properly to be with the pist and

meaning of our uniginal social con-

truct. . . . We must questing daily the

value and the significance of our guv-

eraing principles as they are repre-

tion. We must put these words to the

test. Or nither we must struggle to

keep abreast of the many tests put to

this document in the vicissitudes of

The Persian Gulf war is a recent

case in point. Did this war promote

the truth of our Constitution? . . . If,

tary argues, the Persian Gulf war was

an act committed in contradiction tu

the inherent principle of freedom

vouchsafed by our Constitution, the

such an act must be condemned. If

the President's initiative in this war

precluded the possibility of the peo-

ple to declare war, this initiative ob-

scured our most basic and cuncrete

sense of free rule. To focus, as our

President did, on whether we were

willing to aupport our troops in this

event further blinded un to the issue

at hand, namely, Would a declaration

suit of the public good? To take away

from us the ability to declare our ren-

sons before we act is to undermine

The question at hand is not wheth-

er our forefathers would be pleased

by the actions of President Bush with

respect to the events of the Persian

should condemn his actions as a real

threat to our contract for a free socie-

ty. In the face of such events as the

bility as cilizens of a representative

debate its declaration. . . . Where we

have failed our Constitution in our

asion of Kuwait our first reaponsi-

nocracy is not to wage war but to

war. Rather it is whether we

our real power of self-rule. . .

ute a reasonable pur-

of war constit

ns Mr. Rubinson's cugent commen-

correlative law of blood revenge.

there are not indequate to the de- latest war is in eincumwenting the mands of representative democracy.
It was with this implication that process of free speech whereby we were to form a consensus about our Thomas Pnine's words in The Rights intentions and then declare those istentions to humanity at large. of Man denounce monarchic and aristocratic forms of government as DELANA ANDERSON ASSISTANT Professor of Humanion Virginia Polytechnic Instan-and State Unionia Blackshup, Va ignorant. Such government ultimately stems from the age-old and ir-rational veneration of the individu-

Ethnicity as an issue in college admissions

То тик Есптоа: Mury Crystal Case has rekindled centualization of presad ethn C'Cluims of American-lodiss Heri-tinge Become Issue for College Secking to Diversify Enrollments. April 29). The article was full of usunichronistic beliefs. The idea, fa example, that American-born stadents who check the "Native Ameri luve "misinterpreted" the q is interesting und loaded with impl cutiums. On a group level, it can be argued that Cherokees may have a more vidid claim to the category nutive American than whites, bla Asiuns, or Hispanics, but this is untlated to the questina about any given

octween group and individual is a political ruther than a logical or genta logical move and can be rejected out of hand if one so desires. What are the implications of blurning this distinction? First, it puts a non-Indians as interlopers rega of how long their families have been in this country. Second, it allows other groups to similarly blur the distinct tion between group and individual identity so that Asians or Hispanics who have been in the United States for generations are lumped toge with recent immigrants. (One of the odd social consequences of this that recent immigrants can benefit from programs designed to redress inequities in American bistory. Third, it denies that there is no Amer ican ethnicity. Given the fine-tents of regional ethnicity on standardized forms, this makes the United States

individual. Blurring this distinction

unique in the world. The assumption making these k liefs possible is that race and ethic ity are carried in the blood. A period is quoted in the article as saying hel one-sixteenth Irish. What an odd b tion! Going back one gener am "one-half" New Yorker "one-half" Pennsylvanian. The ide that one can be part New Yorkers

He as the idea that one can be thish Or as non-sensible. Does 3º Il New York offers sch ients, ean I claim that at New York blood whereas dent of New York may "acnich like Mark Twain's foldstead Wilson, in which the

MINION

OPINION

ersity of Colorado has es les notion to its National Soes are by asking to see peoof-blood cards piversity also uphold octourse the Universit rado is not entirely in theor of ninism—it also hus a min best, which is incorporated multee that reviews essays unby purported Indians to see if a here enough blood to think like ink; to see if the culture is alisthe blood or if it has become to support the Indian view-

fotosty is this stoppy, it is also and that university admission segments have views so aimilar to ter held by skinheads, Nazis, and Lyler Klan members.

JOHN SUMSER
Assistant Professor
of Mass Communications
nate University—Stanishus
Turlock, Cel.

Sadar rationalism n.religion

TABLE ENTROPE bing Kristol t"Secular rationalin his been unable to produce is Eng. self-juatifying moral me Ouotable, April 22) certainly bright to sing the praises of inges capitalism" and tu ignore to the the following: that I per staftle American population cun-Pages wealth then the hollows 90 reat, that unemployment is wisle wed that many are homeless, that en are being fired ut the same be the educational needs are un-

ion't think, however, that he has and right to say that "today, in eractemic and intellectual circles, listische and his disciple, the Nuzi mothizer Martin Heidenger, urc heat manimously regarded us the Othilosophical giants of the modenera." This is a blatant falsehoud a tenders all who comprise our idectual and academic circles' suggestions of sympathy to Nazi

ideals. Like other right-wing critics, tism, its view of nature as machine, and its ennfidence that all human Kristol appears tu revel in the making ems are open to resolution. In of crude uccusations about academits stead he called for refinement and ies that have no foundation in truth. reconstruction of existing institu-Most academics have probably na tions, including religious ones, in orread either Nietzsche or Heidegger der to liberate their values from the and among philosophers, only a miencrustation of class, economic, and nority are followers of them. A louk at philosophical books, journals, and Cantmry to Kristol's absolutist conventiun programs would show a dition of it, Dewey's outlack was significant diversity of thought and belief. It would not show "nimost Isllibilistic. It was not Dewey's view

"He's very good of commencing, isn't he?"

Dewey's collected works. Were

Kristol actually to read Dewey, and

same of the other authors he habit-

ually misrepresents, then he and the

AEI might be spared further embar-

mssment. Until then, those of us who

tank philosophy. He first nasumes that a religious context, specifically Judeo-Chnatian morality, is neces-

sary to support Western civilization

and to resolve societal problems. He then proposes a "capitalist future"

ns the solution to the problems be-

fore us. Secular humanism and so-cialism, culturally nihilistic, will not

His ethnocentric focus on Western

civilization ignores the status of the

whole world where pure survival, not

mately affecting everyone. There is

no one political system or religious

no one political system or religious philosophy that is going to correct societal problems. The "common people" who are the "bedrock of bourgeois capitalism," are olso

found all over the world stabiliz-

ing any system. In one paragraph,

he states that a bourgeols proper-ty-owning democracy will prevail against the 'lunacies of its intellectu-

als and artists." In the next para-

graph he insists that prospering de-

ends on the creativity expressed in

ous purpose, is the force ulti-

LARRY A. HICKMAN

Professor of Philosophy Texas A & M University College Station, Tex

do read Dewey's work will continue

to be embarrassed for them.

TO THE EDITOR:

that "man ean define his humanity unanimoua" high regard for these or and shape the human future by reaany other particular thinkers. son and will alone," nor did he claim It is surprising that The Chronicle. to have produced a "self-justifying which in the same issue takes great maral cade." Dowey argued instea care to present occurate information that the method of intelligence, the about faculty salurles, would choose method that had worked well in the in devote an entire half page to reprinting a speech that contains such scientific-technical disciplines, the arts, law, and cisewhere, was selfunfounded distortions about faculty correcting and could be used to rebeliefs and values. I doubt that you'd construct existing moral codes. publish a piece saying that all faculty Trashing Dewey seems to have beare millionnires. Why he less scrupncome one of the favorite indoor lous about publishing something that sports of the fellows at the American makes equally baselesa elaims about Enterprise Institute. Perhaps the AEI should invest in a couple of sets af the beliefs of oendemics?

STEPHEN NATHANSON Professor of Philosophy Nurtheastern University

To THE EDITOR:

Irving Kristol must surely not have hothered to reud John Dewey's 1934 book A Common Faith as a prepara-tion for his Irushing of it. Kristol has his straw-man Dewcy argning, in the style of Kunt and the Eulig for "a faith in the ability of reason to solve nil of our human pro cluding our human need far moral

Dewey, in fact, rejected Enlightenent rationality olong with its scien-



"I see that among your qualifications you claim 'teaching skills,' eh? All right, then, Mr. Forbister, teach me something.

see nothing briter to rely upon than human resources.

Likeabt however that any sensible person, Christian, Immanist, or othtwise. thinks there is something that

will "solve all of our human prob-lems" tas Kristol falsely describes humanism's attitude (oward reason). Kristal is right, of course, to warry about the current state of morals (When, after all, has this not been a valid concern?t But his ultimate objective seems no Inftier than providing a religious groundwo "buurgeois capitalism." And isn't that the sort of thing Western religions have considered idolatrans?

Sorry, hut I just don't get it. FRARY L. SMITH
Profesor of Philosophy
University of the District of Culumbia
Washington

nesses manifest in a capitalist sys-tem, especially in the United States:

To the Epiton: leving Kristol decries what he sees us the fullure of secular rationalism and/or secular humanism to provide u moral ende.

The most important issue for thinking penple remains; Does religion provide a world view that con-forms to truth! That is, is it true?

If not-and "not" is my conviction as an atheist and freethinkerthen it is shameful to ottempt to de velop a moral code for living based on falsity (whether fraud, myth, superstition, or sheer inanity). No mater how well-intentioned the code, if religian is simply superstition that has not yet been fully exposed, then it is wrong to point to it for guidance. In point of fact, however, many have developed ethical codes based on human and natural, not supernatural, values. Such values can teach right and wrong about killing, stealing, and

moreover, that such a failure ennuot

work taward improving saciety by doing whatever it takes politically. religiously, socially, and economically to make viable any system, be it ROBERT M. CRAIO

Western or otherwise

disproportionstely wide separation economically and socially between

the classes, racial strife, unflur and

excessive taxation, extensive imem-

ployment and honielessness, unnf-

fordable and anavailable health cure.

unrealistic energy and conservation

national economy. He also sees the

collapse of socialism ss the "vindica-

tion of u market ecommy." (As

though our market economy is renlly

working!] To compare the repressive

state dicintorships of the Eastern bloc with the forms of socialism pres-

ent in other countries and espoused

here by Narman Thomes and Eugene

Debs is to be naive and even con-

and, date we say, "intellectuals" is to cultivate a broad view of human

society in which we do not egotiati-

cally prescribe a cure-all in the form af n narrow religious, philosophical,

ar political system. We must develop

learned and critical thinkers who will

be able to perceive the whole human

system. These persons, be they intel-

lectuals or "common people,"

The problem we face as educators

templuaus.

policies, and an increasingly anstable

The Irving Kristol "Quolable" To THE Earror.
Is typicol of a conservative think-What are the "compelling, selfjustifying" morni codes that Western religions have creoted, but that "sec-ular rationalism" with its reliance on human resson "has been unable to produce"?
Surely not the moral code of ortho-

dox Christianity—not, at least, if St. Thomas Aquinas is to be believed. According to him, renson is fully capable of grasping the nature of virtue.
The Christian moral code is similar to that of rational individuals anywhere.

So wa don't need to turn to the "avant-garde of modernism" for the idea that "rational philosoph be relied on to come up with a code that, if not identical with religion's, would be sufficiently congruent with it that the practical moral effect would bathe same." This is the opinion of Christianity's grentest inter-

Although there undoubtedly are soma differences between the Chriatinn moral code and that of accular humanism, n more salient difference is the means relied upon to fulfill life's purpose. Christians think true religion and the arts.

Beaides this apparent contradiction, Mr. Kristol ovarlooks the weakfulfillment comes only through God's grace, whereas we secular humanista

the like, without resorting to religion. Though I am surely in no position

to lecture Irving Kristol names as Ayn Rand, I can and ilo argue that the purported failure of secular ethica is only in failing to become deep-seated or auccessful, and, and does not impugn its truth. On the contrary, we "secular humanists" could argue that it is more likely the myatifications of religion and irrationality that produce the confusions of

Beside religion's being dungerous, there is insufficient reason to adopt the superstition of primitives as a guideline for living. Human beings nvented religion, and we can just as well synthesize aomething more useful: a workable, gulding code of ethics, with notions of right and wrong, based on human social needs. We ahould favor open inquiry for the truth, and if the consequences are regrettable—such as giving up on our wishful thinking for eternal life— then let the religions full where they

MICHAEL W. BCKER
Associate Professor of Mathematics
Ponnsylvania State University
Wilker-Brare Campus
Lehman, Pa.

The large volume of letters to the editor of The Chronicle prompts this suggestion: Limit the length, where possible, to 500 words. In the competition for space, short letters must sometimes be given preference. Letters may be condensed.

Send them to: Letters to the Editor, The Chronicie of Higher Education, 1255 23rd Street, N.W., Washington 20037 Please include a day-



"Plow," a glass, neon, and metal sculpture by Thiane University's Gene Koss, is one in a series of pieces recalling the farm unrehinery grave, a graves mean, was ment exception by some our country of the artist's Wisconshi childhood. Mr. Koss cast glass blocks for the piece at Tidane, assembling them later at his sindio downtown.



An Artist Whose Sculptures Represent Three-Dimensional Contradictions

Tulane's Gene Koss, who enjoys turning students on to glass making, is working to build a national reputation for his unusual program

By Lawrence Blemiller

"I'm always very interested in how to get energy moving in a class and how to get good sculpture out of students-how to make them think creatively."

NEW OBLEANS TAILING GENE KOSS A SCULPTOR IS regrate only because a word to de-Ugribe him more precisely hasn't noticed yet. For starters, he works in AND HE HOUSERS MEdium for uny sculpgletespecially one who intends his cresint to be displayed outdoors. What's are many of Mr. Koss's most recent as have been modeled on enormous is archites harvesters and hay loadnulplows—that are as sturdy as glass st fall, as substantial as Mr. Koas's encisions of them are surreal.

M. Koss, who is an associate professor (wind head of the glass program at line University's Newcomb College, sissulptures that appeal on muny lev-& Som a distance, they are strikingly ink and clean of line; up close, the lick of glass that make up each piece benged and unique surfaces, rich to tetach: suspended within are colured éants in intriguing comhinations and ings. And while Mr. Koss makes no effemoused the steel frames that supof it class blocks, the blocks themshair laid so that unly their narrow tigs are visible—their depths remain nations. At night, the pieces defy the their to which other glass succumbs intend from the light of neon his that run within the m.

bled, if there were u word to describe Get Ross precisely, it would have to seasonething like "nn artist who pairs condcions in three dimensions." It wil also have to mean "teneher": He spicenoys the challenge of turning stues on to glass making. And it would ke is mean "moving force" us well, be-see he has worked hard to build a notion-Applation for Tulane's glass program.

Mr. Koss has been a faculty member at that since 1976, when he was hired to but both glass and clay. He let his interof it day wane, he says, because toda'i make a name for myself in both. ad glass was more exciting."

Tell students to try lots of materials ad find the right one to express the ideas by have," he says, leading a visitor down 1 Mirway in a disheveled art building en. "Class was right for my ideas."

Mr. Koss unlocks his office. Just inside be door is a wall covered with photostells and postcards and notes and coland beads and bits of wire and old leaves. This is my thinking space," Mr. Koss styl. "so i make aure i have to look at things as i come in."

Among several models in the cluttered Gyp's Wagon"—a sturdy line of square-'op's Wagon"—a sturdy line of square-iged glass blocks apported on two lim-resign secial wheels. When he was a didd, Mr. Koss says, Oyp was a work kens at his family's achiry farm in Mindo-N. Wa., population "about 250." Another sole is for a large, neon-fit sculpture albet "Night Harvester"—an illuminated lia of "". ine of rounded blocks riding on three wheels and attached at one end to a metal



Because each block in "Plow" was cast and finished separately, each has a unique surface texture, as well as different—and differently colored—interior cleuents.

shape that might be the cab. "Often farmers work late at night," Mr. Koss says,
"and you see these things floating in the

Also in the office is an older sculpture in which glass seems to drip over a sharp toothed and somewhat frightening steel contraption that Mr. Koss refers to simply as a "gizmo." He adds: "This piece is kin of technical, but it didn't say much that was artistic. I got panned on that show, which was good for me. I reached inside and I found something more humanist.

What he found was the beginning of what seems to have become a whole series of farm-implement pieces—pieces that are
"for the working class people" like those back in Mindoro. Mr. Koss admits, however, that when he goes home in the summer "to kinda renew, refuel ideas," people in Mindoro don't say much about his work, not even now that he's had a one-man

show in a New York gallery. "I don't think they understand it," he says. "To them, my work was legitimate when it made money, which has nothing to do with mak-

a. Kosa becsme interested in clay and glass in the early 1970's at the University of Wisconein at River Falls, where he had intended to study agriculture and engineering. Inate ad, study agriculture and engineering, indicad, he began taking classes with a ceramicist, Doug Johnson. "He's a clay man who has produced about five people in glass," Mr.

Moss savs. Nowadays, Mr. Koss is "vary structured" about dividing up his time. "My art's No. I," he says, but during the week he can usually find only a little time to . draw. "I take my teaching real seriously," he says, heading into the university's glass ahop, where yellow-hot pools of glaas wait

in insulated warming tanks, "I'm always very interested in how to get energy moving in a class and how to get good sculpture out of students-how to make them think

creatively.
"I'm also interested in building a name for Tulane and for the students who come here to work," Mr. Koss says. One of his proudest achievements is the glass shop itself, a handsome and versatile facility nestled into an unlikely triangular space between two art huildings and a maintenance structure. The shop has three work stations and seven annealing ovens, which cool finished glass pieces gradually to prevent their from cracking. Annhunna, Margaret Pace Willson, gave \$150,000 for the shop in 1976. The university recently nuveiled plans to renovate and expand its art facilities, and the improvements are ex-pected to include additional space for the glass program's uther necds, including better cutting and grinding rooms.

R. Koss reserves Saturdays, Sundays, and summers for his own art. Prequently he works with Michael Bray, the glass shop's technical wizard, or with n mechanical engineer, Chris Greve, or another assistant, Scott Sirgo. "I'm like a mini construction company," says Mr. Koss, who casts the glass for most of his pieces at the Tulane shop.

A good day's run might produce eight large blocks or twice as many smaller ones, all cast in molds shaped to fit whatever piece is in production. He casta half again as many blocka aa he needs for a given piece, to allow for brenkage and for leaving out blocks he doesn't like.

The sculptures are assembled at an old ironworks that serves as Mr. Koss's studio. It is crowded with custom-built packing crates, cabinets, a forklift, a belt sander, a lathe, and other necessities of largeacale aculpture. "A lot of my creations are incredibly expensive to pull off," Mr. Koss says. "I have four blg pieces in the studio now-that's a lot of money tied up." When he gets far enough along with an idea to know that he's serious about it. he discusses it with his dealer, Arthur Roger, who has galleries here and in New York. "I can't afford to go wrong with a major piece," says Mr. Koss, "not when it costs \$17,000 or \$18,000 to build."

Mr. Koza had his first solo New York show at the Roger Gallery this past winter. Now, he snys, he is aketching daily and looking each day at the previous day's efforts, "thinking about what's worth fabric and time." Recently he's been drawing live oaks in Audubon Park, across St. Charles Avenue from Tulane. He says he'a particularly fascinated with the way the trees' branches hang down and touch the ground, But he's also been telling people that sooner or later his farm-implement pleces are going to have moving parts. And he knows of a huge old piece of railroad equipment that he'd like to buy. It's rusting over by the levee now, and it intrigues Mr. Koss every time he sees it.

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FINANCE POSITION Fall 1992

A tenure track position (renk open) in the Finance Depailment has been ap-proved to Fell 1992. Ph.D. or DBA trom en accedited institution required. ABD considered for a visiting position. Preference will be given to candidetes with in-tarests in insurance/risk inesta in Insurance/risk management, particularly in the health care field. In-dustry experience helpful. Outray experience helpful. Outray experience helpful. Outray experience helpful. Outray helpful. Outray of the helpful. School of business is one of four helpful. School of business is one of four helpful. Deep end offers programs to over 360 undergradus one of 500 undergradus. ates and 250 MBA autoenta in all business areas in-cluding health administra-tion. There are 35 tull-time business faculty. Construc-tion has begun on a new building for the School to

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THE UNIVERSITY OF AUCKLAND New Zealand

LECTUREMIDES NIBILISE TURE SILES IN ARCHITELITUR.

Department of Architecture.

Schmidt Department of Architecture.

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A LECTURESHIP IN THE CELLOUT OF MINERAL DEPISITS
Department of Goology
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LECTURES III PAENIOR LECTURES III PS (Three Positions)

Department of Accounting & Finance
School of Commerce & Lonomics

Connessee Division—Tamoki Campus
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A Bulletin Board notice will quickly put you in touch with the best prospects for the positions you have available.

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JACKSON STATE UNIVERSITY **School of Business** Jackson, Mississippi

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DEPARTMENT OF BUSINESS EDUCATION AND ADMINISTRATIVE SERVICES

Assistant Professor—An enruel discinstic is business education or related deletibile required. ABD comitates will be considered. Evidence of submission and the business and return of the consistence. Evidence of scholarstic, comparies and networking wide, and at local time years of tentiling of work-related experience preferred. Teaching requestabilities at the materipations are final gualatate level.

DEPARTMENT OF ECONOMICS.

Assistant/Associate Professoo—Annel in transic signice in ero-nomin with tear fring experience and scholarly an delites as evidence by research and multications in referent journals. Teaching responsi-iability at the undergratuale and graduate levels. Scholarly research end-service aspected.

Assistant/Associate Professor—Zansel incheste riegner m ABJ in flature with teaching experience and scimiarity activities as evidenced by research and publications in refered inparials. Facility expansi-ibilities at the undergraduate mul graduate levels. Scimiarity research and scotte expected.

Assistant Massociate Professor—Emired riochinate (epige on Alb) in international invalues with tracting and soluting varieties as en-sistenced by reasons and publications in referred formats. Tracting respectively and the materipativate and profine levels. Scinlarly research on service especies.

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Application accepted through July 1, 1992. Send a letter of application, resume, transcripts and three letters of

David II. Swining, Dean School of Brisiness Jackson State University P. O. Box 18660 Jackson, MS 39217

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Partico in International Education A Timing seeks Regional Director to manage USAD-hunded pattle ring project for Centrifest Europe. Position chains a project for Centrifest Europe. Position chains and expensive in the standing protect activities in CEE Institute in Ceet Institute in CEE Institute in Ceet Institute i

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CHAIR **DEPARTMENT OF JOURNALISM** THE UNIVERSITY OF TEXAS AT AUSTIN

The College of Communication at the University of Texas at Austin an institute of a variancy in the position of chair of the Department of Journalism. The College expects to till this vacanty no later than January 15, 1993. A spile rate for this position should be made into familiary 15, 1993. Applicants for this position should be made that the College 5 seeking a departmental share who will routehout strongly in the College's strateger plan in hiring the College and shour departments of advertising, normalism, table 16-th cities and false the configuration into an internationally pre-emment position of viderations and research in communication.

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The salary for this position is negotiable. The College seeks applicants from ball the Communication industry and the scademic community. Applicants should provide a cumplate vita and at least three references. Deadline for application is August 1, 1921.

Arithess applications to: Robert C. Icliney, Dean, College of Communica-tion, CMA 4.130, The University of Treas at Assim, Assim, TX 78712.

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Coile Cossely Community College, located portin of Dalas, TX. In Piero and Alchimey, is notwely seeking locating faculty for the newly created Teaching Reliabelity Progression State the potential to become individually or progression and the progression of the progression and the progression of th

thore users year.

Dendrise for application for the following Teaching Fellowship Program posterior is due to 1992 with an August 1992 statt date: Salary is \$25,000 for the 1992-1993 academic year. These are benefits eligible positions.

Developmental Mathematics Biology HPED

Deadlise for application is September 18, 1992 with a January 1993 start date. Salary is pro-rated on the armustred base of \$25,000 for the Spring semister. These are benefits eligible positions. English Psychology

Please call |214| 881-5666 to request an application. Only COMPLETE packets will be considered—application form, résumé, and copy of graduate transcript.

Ethnic minorities and persons with disabilities are encouraged to apply.

CCCC does not discriminate on the basis of race, color, religion, sex, national origin, ega, disability, or vetaran abus.

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Send letter addressing desired qualifications, resume with references, and transcripting by late 19, 1997, 10.

Dr. E. Eugene Hall
Acting Vice President for Academic Atlains
and Dean of the College
Coorpairme College
480 Eat College Street
Georgeloum, NY 40324

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The Chronicle of Higher Education • June 3, 160

ATHENS STATE COLLEGE

Athens, Alabama

Athens State College is a two-year, upper-division baccalaureae degree gnading institution located is the progressive and picturesque leave. Valley of northern Alabama.

IN MANAGEMENTHUMAN RESOURCES MANAGEMEN

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Further particulars are available from D.W. Girvan, Registrar, P.O. Box 56, Dunedin, New Zealand (telephone (64)(3):79-8290 or facsimile (64)(3)474-1607) and include details of the method of

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epplication. (Applications will close on 31 July 1992).

FACULTY POSITION
IN MANAGEMENT/HUMAN RESOURCES MANAGEMENT

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Business Education/Office Information Sys-less Central Missouri State University to accuping applications for a tenure track position in the Department of Computar-and Office Information Systems [Business

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reliable platters of recommendation to the Pensonnel Ottice, Inc.

Lings, 20. Teasinot Street, Johnston City, Missouri e5102-0029,

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Department of Crimin al Justice
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CHAIRPERSON OF NEW DEPARTMENT OF FAMILY AND CONSUMER SCIENCES

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Karen E. Craig, Dean College of Home Economics University of Nebraska-Lincoln Uncoln, Nebraska-68583-0800 402/472-2913

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BUSINESS Assistant/Associate Professor of Business

Hawa University is sceking opplications for an individual to teach male-translater and graduate courses in Marketing and Management starting August, 1992.

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TWO FACULTY POSITIONS

INDUSTRIAL ARTS TECHNOLOGY AND BUSINESS

TECHNOLOGY AND BUSINESS

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Queens College is seeking an energate and dynamic leades to chain our division of nutring. We would like to make a pernament tourse-track upparintment at this tracking the second of the control of the

Interim appolatment for 1992-93.
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Sout a letter of application, vite, and the names and eddresses of three references to Chell, Nucling Soutch, Quoons College, 1800 Solwyo Avenac, Calcule, NG 20274.

Microbiology/Biology/Water Quality

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Lewis and Clark Community College, Golfrey, Himos curriculy has openings for the following tenure-frack few lung to atoro for Pull 1989.

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A animamon of a Burkelon's elegrace in holisternal reclinology or a related discipline; CAR, CAR, CAR, and CIM, experiment, good in the communication skills; and demonstrated teach-ing effectively and communication of the communication of Architectural and civil diratting experience is desirable.

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A Burchole's Jaggree and beamastrated bearing effectiveness plus good and and written communications skills are required. A Muster's degree with industry experience is preferred.

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Courses to be tempt include developmental writing, technical writing, college transfer-level composition, and literature. Experience with Writing Arress the Currientum and computer-level matureting is desirable.

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A intrimum of a Master's Pagree in English; good aral and writ-ten connumbation skills; and demonstrated leaching offective-aces are required.

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Courses to be length include Hevelopmontal Mathematics, Tech-nical Mathematics, and college transfer-level mathematics through differential emotions.

Through differential equations.
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demonstrate successful experience or significant conmitment to
low long developmental math. A administration mate.

A administration of a Master's Regree in Mathematics; good and and
willten communication skills; and domainstrated teaching effec-liveness are required.

Send letter of application, renume, transcripts and the mones and addresses of three references to:

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Appliention Deadline Date: June 29, 1902

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COMMUNITY COLLEGE Dental Hyglene—Terure track position for Edil 1992. Master's degree registered dental Hyglents with eligibility for Michigal Hyglents with eligibility for Michigal Hyglents and professor experience required. Second the stands transcripts and two letters of professional references of the Community Collegation deservices (Dilec, Kalamazoo Velley Community Collegations will begli prin 22, 1992.

Computer Sciences Small generational re-commendation of the second seco

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Department of Decision Sciences

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Sequential 1997.

APPLICATION INSTBUCTIONS: To guarantee consideration, send letter of apuls after, via, here teletes of recommendation and official transcripts to the new over 10 januar 24, 1992 to 15, longsh 1, Stumm, Chile, Department of Decision Science and Stummer and Stummer

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CRIMINAL JUSTICE (Sociology)

Tenure-track Assistant Professor needed August 25, 1992. Generalist in Sociology, with background in Chimical Juscic or Climbology to reach privarily in Chimical Justice and secondary in Sociology-Anthropology programs Postsible Courses Introduction to Chimical Juscice, Chiminology, Problems, Proventile Chimercey, Introduction to Sociology, Social Problems, Program Chimical Sociology, Social Chimical Sociology required. \$53,000 \$16,000.

Offin. PLA. on SOCIOOGY Programs. SCI.300.3 Exp. 200.000.

Dimire College is a well-respected, growing, besel arts college in the frigget Lubes region of New York State, known for Individualized strenton, intereduciplency study in both general education requirements and each earth. Templor programs, and quality student development programs. Research of the control of Application,
Dean Bryan Reddick, Elmee

ELMIRA COLLEGE

University of Northern Iowa School of Music: Three Openings Duties begin August 24, 1992

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Contact: Dr. Marikut Rintershin, Acting Director, School of Masic, University of Northern Low, Coding Page 1973-2024. The University of Northern Iowa is an Addimentive Action, Equal Opportunity employer and specifically influids anotherious from the annurane and imposting.

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NEW COMMUNITY COLLEGE OF BALTIMORE

Full-Time Faculty Positions in Nursing

The New Community College of Beltimore is a compreha-sive Slate-funded, multi-racial urben community colleg-aerving hac tilly of Bellimore at two campre, The Colleges assking lalantsd persons for an exciting parted of creating program development.

program cavenopment.

BEOJIERMENTS: Registared Nurses licensed in Maryland with o Meatar's degree in Nursing with major in Measure sed Child health entire Medical-Surgical Nursing, Experience and Commitment to working he multi-efinic and multi-racial anvironment.

Datallad announcements for each of the above positions and available from the Office of Human Resources (4f0) 333-

Lailsrs of infareal and résumé (with names and phons num-bars of three references) must be postmarked on or befor For Information, cell or write:

Office of Human Readuress/CHE 8/3 NEW COMMUNITY COLLEGE OF BALTIMORE 2901 Liberty Halghie Avanus Baltimora, Meryland 21215 (410) 333-5444

The Naw Community Collage of Bellimore is an aqual opportunity amployer. Woman and raciel minorillae are sncoursged to apply.

Central Virginia Community College **FACULTY POSITION**

Central Virginie Community College is seeking faculty for a 9-morth teaching position with an enticipated starting date of August 16, 1992. Academic rank and salary will be commensurate with the education and experience of lite applicant.

and experience of lite applicant.

ARMY CHILDHOOD, #P0035
Bachlor's degree in Zerly Childhood Eduzalion, Child Care or Child
Descriptors with a locus on Early Childhood and the years raised
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preferred. Host by preferred. Community college leaching experience
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Application Process: To be considered a completed Commonwell of Virginia Application for Employment freference to a result in ex-acceptable, original eignature, specify position number, check of policy of college transcripts (official immergia with being check), copies of college transcripts (official immergia with be regard) illime of employment), and lime (steep of recommendation and be received by 4-30 p.m. on July 2, 1992 at

Office of Human Resources Central Virginia Community College 3306 Words Road Lynciburg, W 24502-7498 Phone: (804) 306-4500; WTOD (804) 386-4534

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apply. The University of Texas in El Pase is on EEO/AA apployer.

cai survices: full-line. 12 munits position with benefits. Must have doctorate and be ficensable in Tenenace. Must be qualified to not have redentials to each undergraduate college course wark. Prefers nee with the given to candidates who damonatrate ability on the control of The company of the control and by the control of th

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SOUTH PUGET SOUND



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and three texters or recommendation (or place Personnel Office South Paget Sound Community College 2011 Mottman Road S.W. Olympia, WA 96502 Phone: 206-754-7711 ext. 360

saligst Sourd Community College is an equal opportunity, allimitative modern and storey urge at qualified applicants, especially next source, persons of disability, persons over forty and Vietnam and debied vetrams to apply.



Assistant Professor of Marketing University of Houston-Victoria

Róbia of Budonas Administration at the University of Humano Victoria religious for a position on Amstrata Professor of Macherian, Arqui-ciande qualification on expected, administration of Amstration, Arqui-ciande qualification on expected, administration of Machiner separabil-eleparameter of the Amstration of Amstration of Amstration of Amstration of the Amstration of Amstration of Amstration of Amstration of Amstration of a mining susainant, and assured as a manufacture of Amstration of Humanos of

An Affirmative Action, Especial Deportunity Employer.



COLLEGE OF EASTERN UTAH

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MANATEE COMMUNITY COLLEGE

SEARCH #912-16 - COMPUTER SCIENCE INSTRUCTOR ISEARCH CONTINUED, Venice Cumpus, Venice, Flurida, Teuret rack, putilun. Qualified in Leafen on wide varice; of freshmentopenance computer cheese. REQUIRED: Master's degree in Computer Science or clovely related field with Il Egymalust eneroset busins in Computer Science. Current in the field until Teaching experience preferred.

non una vaccining experience preferred.

SEARCH #912-30 - PSYCHOLOGY INSTRUCTOR. Vesice Cumpiss.
Venice, Flurida. Master's degree in Psychology OR ensiter's degree intelled field with 18 graduate semiser hours. In Psychology, Previous college isnehing experience required. Preference will be given to community college teaching experience.

APPLICATION PROCEGURE. Interested proops should send e DE-TAILED I-STTER OP INTENT, CURRENT RESUME AND UNDFFI-CIAL COPIES OF TRANSCRIPTS by June 19, 1972. In Office of Howan Resources, P. O. Box 169, Bradeston, Floads 1-200. Following shirtly screening of letters/seums/stranscripts, selected candidates will receive an epiplicition end may be invited to participate in the remainder of the selec-tion process. Include Search Number on all correspondence.

The Venice Compus is located ten miles south of Venice, Florida, and 50 miles north of Pt. Myers on U.S. 41, with cluse proximity to Englewood end North Port.

PRESENTATION COLLEGE, a small private Cetholic College, seeks appli-cants for the following fulf-time faculty positions:

International Conference of the Section Processors of the Section of the Section

minical studies and moral theologyleithics.

Review and selection process begins immediately. Applications accepted until positions are filled. Applicants should send letter of application, résumé, and references to.

Dr. Edward C. Stibill, Academic Dean Presentation College 1500 N. Main Aberdeen, SD 574D1 AAVEOE

MOLECULAR VIROLOGIST

MOLECULAR VIRCOLOGISI

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THE COLLEGE OF WEST VIRGINIA

Nursing Faculty Positions

THE College of West Virgins seeks: Experienced leavely ramphens to teach and to describe the seeks of Experienced leavely ramphens to teach and to describe the seeks of the seeks of the seeks of the control of the seeks of the seeks of the seeks of the seeks of the College Seeks of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the seeks of the transfer of the seeks of the seeks of the transfer of the seeks of the seeks of the transfer of the seeks of the seeks of the transfer of the seeks of the seeks of the transfer of tra



∆dirondack College

Adrondeck Community College, a comprehensive two-year college, and a member of the State University of New York (SUNY), invites applications to the following jeanure-treat-lecuity positions. The starting date for these positions is September 1, 1992.

ing data for These positions is September 1, 1992.

ISBMSTRY/SIGOOOT Responsibilities include teaching Chemistry and Biology, including Introduction to Chemistry, Environmental Chemistry, Microbiology and entire perspectives by perfect perspectives of the Chemistry of the Chemi

tesching experience is preserve.

The sterling selary renge is \$20,568-\$25,833 (1991-82 renge), completed by an elirective fringe benefit program.

hisrated end qualified applicants must submit cover latter, vitage end hisrated end qualified applicants must submit cover latter, vitage end the names, eddresses, and telephone numbers of three professional references. (References will not be consisted without prior notification.)

Iton.)
Submit to: Director of Personnel Services
Adirondeck Community College
Bey Road
Queensbury, NY 128D4

The deadline for receipt of application materials is June 28, 1992. An Affirmetive Action, Equal Opportunity Employer

UNIVERSITY OF HAWAII

UNIVERSITY OF HAWKAII

ASSIANT PROFESSOR [1-3], or ASSOCIATE processor [1-4]. Department of Poblass Select. Processor [

REOPENED SEARCH

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line is June 19, 1992. An alphabetical list of all nominous and all differentiation, may be released following the closing date appearits, without consections of the Equal Opportunity Employer UW Plateville is an Affirmative Action, Equal Opportunity Employer and minority group members are especially ancouraged to apply.

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Marquette University

Office of Student Life

PROGRAM COORDINATOR

matc

Milwaukee Area Technical College

INSTRUCTOR VACANCIES

MATC is accepting applications for the following full-time leaching opportunities. We seek applicants with proven expenses who are entirus-assic about joining our tradition of excellence in two-year college education.

B.S. Exceptional Education with 20 credits in Mails or English and 6 Reading credits B.S. English or Mails with 6 Reading credits Related Backelor's or equivalent' Related Backelor's Related Backelor's or equivalent'

Subject/Program

Basic Skets

English as 2nd Language English

Practical Norsing

B.S. in Nussing Related Bachelor's or equivalent' Roleted Bachelor's or equivalent'

Bachelor's with 20 selated credits Master's in English or related B.S. Marketing or related B.S. in Nursing

One year non-leaching in field 2 years non-leaching in field 2 years non-leaching in field 4 years non-leaching in field 2 year non-leaching Core year non-leaching 2 years non-leaching in field 2 years plus one year in long-learn case 2 years in field in last 5 years 2 years journey-level 2 years in field

*Equivalency = Combination of formal training plus practitioner lovel experience totalling seven years. Expenditury a consequency in nature survey pure previous review purposes are many series years.

The requirements itseld sea a best assument and are not intended to provide total requisition. Intended application can receive jud poscopions which provide completions are required by MATC and the Mysconish VTAS system. To necessary judy description and formal application from please call (414) 225-1800.

Resumes or ristless of application with the accepted in less of the formal application four. Priority will be given to applications received by June 20th, 1992.

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Milwankee Area Technical College 700 West State Street Milwaukee, Wisconsin 53233

MATC is an Affirmative Action/Equal Opportunity Employer

NRRTHEAST STATE TECHNICAL COMMUNITY COLLEGE is seeking applications for unliciously administrative and faculty postigant benigning feel 1992 agreeter.

a Study Skills/Developmental * ARFER PROGRAMS:

Section Censuley — Rold Jaurneyman status. Experience in electrical Beld and to de central poly predictor in the areas of DCAC circuitry, motors, alternates, readered commercial wing set industry pregrammable controllers. Mechanical Eventual pregrammable controllers in the product of the controllers of the controllers. Products of the controllers of the

power transmissions.

1 Automotive — A.S.E. certified, with experience in the automotive mechanics of the documentably professor in current automotive sectionlogy.

Preference gives to applicante in she CAREER PROGRAMS with successful teaching only Teaching and advising responsibilities may occur in the avening and advising responsibilities may occur in the avening another at quite ments a visually appealed and the control of the control

ASSISTANT TO THE DEAN OF THE COLLEGE Accessed to the Codings with the gastering, analysis and formating, and the screening of reports; supervise performance flusding procedures; see an accession reports; supervise performance flusding procedures; see an accession of the screening of the performance of the creation that the screening of the screeni

ASSOCIATE DEAN FOR TECHNOLOGIES

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Clinical, Chiropractic, and Basic Science Instructors Needed

One year non-leaching

For appliration, job description and fauther information please contact-fersonner Services. Lane Communi-ty College, 4000 E 30th Avenue, Eu-genc, OR 9705 (200) 726-2211. LCC Specialists man be postmarked by postmarked to returned may be und-stablished, and a service of the special cell ormost lake the place of the application form. Send Résumé to: Parker College of Chiropractic Faculty Search 2500 Walnul Hill Lane Dallas, Taxas 75229-5668 "An Equal Opportunity Employer"

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Lane

FLIGHT TECHNOLOGY INSTRUCTOR --Deadline Date: 6/26/92

MATH INSTRUCTOR Hwo positions open) — Deadline Date: 6/23/92

DENDLOGY INSTRUCTOR — Dendling Date: 6/22/92

Community College

WESTERN NEW MEXICO UNIVERSITY

Humanities Faculty/Division Director; tha University acak; applications for a fanure-track position to teach in one or more of the following disciplines: Speech, composition, history, and/or Philosophy. OFFICER, COMPONENTIA, BREWEY PHINOSOPHY.

OUTTIES will also include those of Division Director of Liberal Arts and Sciences. Earned deciorate in one of the above fields, successful teaching and admirability expansione required.

and administrative expansince requires.

70 APP1, YS extress of interest plane is its of over references with addresses no. Humanillas Faculty/Division Officior Senach Committee for Officero of Immanillas Faculty/Division Officior Senach Committee for Officero of Senach Resources, Western New Mexico University, P.O., Dav. 889, Shwar City, NM 8800, Raviaw of applications begins June 19, 1992 and position open until filled.

W.N.M. U.—AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER.

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minecities and disoblet Individuals.

If Jahan our ficulty interests you, please call or write for npidication fees, which must be returned by the destilities dates:

North Grauge County Community College Districts

Office of Human Researces

LOO North Lenne Stoott

Phone
(134,671-108), Ann. 1149, 728-7858

IARVIS CHRISTIAN COLLEGE

P. O. Drawer G, Hawkins, Texas 75765 - Telephone 903/769-2174

1992 - 93 POSITION VACANCIES

FACULTY

POSITIONA

Workelbusic and Choir Director Rank and salary for all positions is based on educational qualifications and teaching experience. Application is alone 30, 1992, or and position is filled, Candidates should forward a current and motivat managements of Aduly Acrey, interim Vice President for Academic Affairs, Jarves Christian College, P. O. Diese, C. Hawkins, Texas 75765.

AOMINISTRATIVE/STAFF AMANICALINATIVE JAPAT

Orrector for the Early Childhood Education Center: Regulars a master's degree anchor certification in end, childhood education with experience in enangiement preference.

Specialist for Ularary Services: Cataloging: Requires a master's degree in library science.

Oirector for the Student Oavelopment Center: Occiorate degree in Phychology with 3-5 years' experience; income in Counseling Psychology preferred.

Career Commencer (Issuing appearance) manner a regime wind 3-3 years, conjectures.

Baddenca Half Manager: Bachelor's ilegree in related area, master's preferreed, with residential living experience.

Qualified Individuals should submit a letter of application, résume, transcriptist, and three current letter of reference to: Mrs. Clara Dewbarry, Oirector of Peisonnel/AAO: P. O. Diawer G. Hawkins, Teors 78765.0000

An Equal Opportunity, Affirmativa Action Employee

NORTH ORANGE COUNTY

COMMUNITY COLLEGE DISTRICT

Cypress and Fullerton Collegen are scoking instructors who represent the multicultural diversity of oue endestin and community. Our regulations academies accellences in dependent upon histing professions shall rise size our commitment to quality education and to providing a nell-manded opportunity of the property student.

Applications are currently being accepted for the following positions:

Counselos - 100% Tenure Track Position Counselor - 100% Sabinitical Replacement Dandline für upplications: Juse 22, 1992

Divinion Dean, Physical Education Deadline for applications: July 7, 1992

Administration of Justice Instructor Deadlins for opplications: July 9, 1992

Mathematica Instructor Deadline for applications: June 25, 1992

The filling of these positions is contingent upon available funding. Located in Orango County, 40 miles acollivests of Los Angeles, Cypress and Fullarton Collages are part of the North Orange County Cosmonly College District narving if cities in its Section districts, in Andidine to the trock legos, the NOCCOD inclodes a large Adult Education Dirition and a several Community Servicem program. The District acres appealment 60,000 andomis in fin combined college and adult education programs.

The NOCCCO offers a genarous herefite perkage, which includes herefit insurmes and compositive asiaries. We are committed to Affirstaire & tion and anthusantically ancourage applications from qualified womes, misorities and disobled individuals.

lfegistered Nurning Instructors (two positions) Deadline for applications: June 25, 1992

CYPRESS COLLEGE

FULLERTON COLLEGE

Assaina art oppured lines: July 9, 1992
Child Development Institutes:
One Vera Sabbatra il Replacement
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Hond Pontinill'Head Golff-thysled Education Institutes
Desaltine for applications: June 19, 1992
Hondine for applications: June 19, 1992
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JARVIS CHRISTIAN COLLECE Is a low-year, Independent, cueducational fiberal arts institution, found the Collage is allihand with the Christian Church (Okcipies of Christi and is according by the Con-Culleges of the Southern Association of Colleges and Schools to award the Loccalamente region.

The following faculty positions require at least a master's degree with the graduate foots in the to-Applicants with previous teaching experience in the discipline on the college level, preferred

Biology (Doctorate Required) Chemistry (Doctorate Required) Criminal Justica English (Doctorate Prefatical) Human Performance (Physical Education) Mathematics (Doctorate Prefetred)

Outreach Counselor: Masser's degree in Counseling. Live-in position.

College Nurse: Must be a Registered Nurse with 3-5 years' experience.

Career Counselor/Testing Specialist: Master's (legree with 3-5 years' enperience.

Salary for above pusitions is based on education and related work experience.

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University of California

DIVISION OF AGRICULTURE

AND NATURAL RESOURCES

COOPERATIVE HOUSING/RURAL ECONOMIC DEVELOPMENT

Control Conference (Conference Conference Co

COMPTROLLER

Requires strong fund eccounting, fiscal menegement, computer any Supervises district eact, and business office spendions. Degree in secountingfinence, 5 years' menegement, seperince \$56, 165-\$45,961. Submit letter of interest, resume, copies of transcripts, 3 references tα

Oilie Bueby Personnel Office Northlend Pionaer College P. O. Box 610 Holbrook, AZ 86025 (602) 524-1993

DEAOLINE: Juna 26, 1992.

REGIONAL SALES DIRECTOR

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PROGRAM COURDINATOR

The Market Power of the Court Considered candidate must have in undergadatate degree in lond events management university of level mate; a delater delater is perfectled. It have not en outstate negations and management thorough hospitchigo of the scudents business environments; including code, written and presentation with, all thy to internal effectively, it the service ment need level; probosional approximent; ability to work with tend solpt to it diverse tell environment; allow to build convenient and to be consideration.

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Mr. Mark D. McCarthy Associate Deats of Students Marquette University 1443 W. Wisconsin Avenue, Room 329 Milwanker, WI 53233

Maquette University le au Afflemative Action, Equal Dopostunity Employer.

Coordinator of Access Services **Assistant Professor**

ASSISTANT PYOTESSOY

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CENTRAL MICHIGAN UNIVERSITY

Glege of Education, Health and Human Services

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every week in The Chronicle.

TOUGALOO COLLEGE Tougaloo, Mississippi

FACULTY POSITIONS

Tougoloo Collage is a fully accredited, residential, private literal article collage, collecting lifted neutral article programs. The College, collecting lifted neutral article programs are collecting as situating population of approximately 1000. The College, excently recalved national coverage in U.S. Heurs and World Raport, Phoney Magazine and The Chronicle of Higher Education.

POSITION: Assistant or Associate Professor Henure-track position; to serve as Chaliperson of Department of Psychology.

sens as Chalipeano of Depaisment of Psychology.

QUALIFICATIONS Octobal segree in psychology (suckeably experimentals committed to useafferize in undergraduate teaching and preparation of undergraduate) are graduate to the best of the properties of the properties

POSITION: Athletics/Physical Education Teacher. QUALIFICATIONS: Master's degree acceptable; doctorate prefaired. Experience in attrictic administration and college-level teaching pre-

HETCO.

RESPONSIBILITIES; The college seeks a creative and visionary appli-cant to serve as attitude director, lead the worsen's vassity basketbalt program, and leach physical education con servers.

POSITIONs faculty/Advisos (Conspretensive Academic Resources Di-

vision)
QIALIFICATIONS: Master's degree in finitural Sciences (Multi-mailes, Biology, Chemistry, Physics, or Computer Science. Proprietare in critical engle-seed leaching preferred.
RESPONSIBILITIES, Toach Resiliperson's sominar, eduise and memorial for first year studies, participate activaty in college relention pro-

gram.
POSITION: Assistant Professor of Mathematics. Full-time, 9-month, tenure-teach position. lenure-lenck position.

QDALFFCATIONS: Mastera degree in Malternatics required. Experience in college-level teaching preferred.

ence in college-level teaching preferred.

INESPONSHILITIES & Develop, coordinate, and teach introductory college level courses. Experience in developing a creative curriculum highly desirable professor in Economics. Tense-trach position.

POSITION: Assistant Professor in Economics. Tense-trach position.

QUALIFICATION; Masters degree required. Experience in college-

level leaching preferred.

RESPONSIBILITIES: Teach courses in economics and initoductory courses in statistics.

courses in stall-lics.

POSITION Assistant Professor of English. Tenur-lank position,

(NULLIPICATIONS, Misalers degree required. Experience is collega-tive learning preferred.

INTERPONSIBILITIES Teach required core courses in English compo-sition and literature and direct landor supervise collega theatre pro-ductions.

abudions.

The faculty positions above yield nine-monils confincts and are swellthe faculty positions above yield nine-monils confincts and are swellsible August 1992. Screening of applications will begin June (3, 1934for alther positions above sent of the leads of the property of the positions of the property of the property

ADMINISTRATIVE POSITIONS

POSITION Director of Student Development Services Cerker QUALIFICATIONS Master's degree required in Counseling or Psy-chology.

PRINTED THE TITLE TO coordinate the counseling activities of the caste and supervise professional staff. Develop and implement intervention programs and activities.

Application must include saler of lines, resume, these jetics of recommendation. Sominations and applications should be used to Dr. Larry Johnson. Vice President for applications should be used to Dr. Larry Johnson. Vice President for applications should be used to Dr. Cardy Johnson. Vice President for applications of the president for applications

POSITION (director of Development)
QUALIFICATIONS Bechelor 3 degree required, advanced degree preterred, 3-3 years of related fund-relating experience, preferrably in higher education, familiarity with runnications and guantimensity shifts,
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CLOSING DATE FOR ALL POSITIONS ABOVE IS JUNE 15, 1992.

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DIRECTOR OF

INSTITUTIONAL RESEARCH

UMDNJ, New Jarsey's univariity of the helin science, is seeking a highly motivated energetic professional for the position of Director of Institution Professional for the Administration, Reporting to the University office Science Affers, he individual will have University office Science Affers, he individual will have University office additional for developing, organizing, analyzing, presenting by for developing, organizing, analyzing, presenting the seminational information relevant to the administration, budgets, planning, shrowing of academic administration, budgets, planning, shromation and other operations, as well as service as eave as University that Administration, budgets, planning, shromation and other operations, as well as service services of the services of the professional planting of the professional planting of the professional planting of the professional planting of the planting

University of Colorado at Boulder

Division of Continuing Education

Program Manager for

Certificate Programs

In Computer Applications The Division of Contending Education, University of Colondo at Booklet inter applications for the full-time protestored assumpts position of Program Manager for Certificate Programmia in Companies (Applications in The University position or another with Assumption of Programmia in Companies (Applications in The University position as another with Assumption of Applications of Programs applications and practices of Continuing Education and the selector, passipased and marketing in Computer applications of course.

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College of Education
Weshington State University
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Putman, WA 99164-2136

WASHINGTON STATE UNIVERSITY IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EDUCATOR AND EMPLOYER

fembra of ethnic minorities, women. Vietnam era or disabled veterans, persons of disability and/or persons between the ages of 40-70 ore encouraged to apply.

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Managa recruitment activities and visit secondary schools within NI, NYC, PA and Long filand. Interview prospective students; serve as licison with Athletics Department. ASSISTANT DIRECTOR OF ADMISSIONS

Various responsibilities including recruliment within wide territorial bass including, but not limited to, New England and East coast. Visit selected high schools; develop and coordinate transfer programs to increase enrolles not of transfers.

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Associate Director of Research and Sponsored Programs

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Or belts R. Burrato, Chair

Nearch Communes for the Associate Discotor
of Research and Spourned Programs Office, Building 55
California State Polyceniae University
John West Temple Accume
Uniona, CA '1708

Minority Recruiter/ Multicultural Affairs Coordinator

King's College, founded by the Holy Cross Community and maintaining tha Catholic liberal arts tradition in Wilker-Barre, Pernsylvania, is seeking an imagina Swr. Inply motivated minority recruiter who will also function as the staff coordinator for multicultural afairs.

Reporting to the Dean of Admissions, this recruiter needs to know the demographics of Penrsylvania and adjoining mid-Atlantic states. Excellent interpersonal sistilis for presentation, planning and organizing es well es experi-ence in admissions or recruiting are essential.

Reporting to the Chief Studens Malis Officer as Milnority and Multicultural Coordinator, this cendidate will be required to lacilitate programs promoting multiculturalism and acceptance of diversity, as well as to function as the ombudsperson for international students.

Bachelor's degree required, Master's preferrad. Salary Is competitive. Living and dining options may be available as a residence counselor.

Position to begin July 1, 1992. Please send résumés and references, before June 20, 1992, to:

Personnel Services Department

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Institute on Global Conflict and Cooperation The University of Californie Institute on Globel Conflict and Cooperation (ICCC) Invites epifications to two positions as Condition of Policy Research; one to begin September, 1992, the second to begin at a date to be en

ICCC is a systemwide research unit of the University of California, hexciquareted on the U.C. Sen Diego campus it was esteblished to conduct and encourage research and instructional programs in the causes of international conflict and the opportunities for international cooperation.

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The Coordinators of Policy Research report to the Direction of IGCC and are responsible for assisting in the organization and conduct of IGCC policy-related projects—for example, on conventional error control, Asian security relations, international environmental policy, and economic competitiveness and national security. The main control, Asian security relations, international environmental policy, and economic competitiveness and national security. The main expossibilities of the persons occupying hister positions are to provide energied energied in the remaindal alians separately assistance of the persons occurring the security of the person occurring the security of the person occurring the security of the persons occurring the security of the persons occurring the security of the persons of the persons occurring the persons of the persons occurring the persons of the persons occurring the persons of the persons occurring the p

IGCC seeks candidates who have a PhD. In international relations, political science, or natural science, expedience in the policy world, and a demonstrated capacity to contribute effectively to the EGCC policy studies progrem.

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DIVISION OF AGRICULTURE AND NATURAL RESOURCES

Director - Center for Cooperatives

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Director of Human Resources

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University of Illinois at Urbana-Champaign

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Muncle, IN 47308-0825

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ASSISTANT DIRECTOR OF **MULTICULTURAL AFFAIRS**



Muncle, Indiana

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ASSISTANT DIRECTOR OF STUDENT LIFE -Student Union/Conferences

Loyola University Chicago, o private, Catholic, Jesuit University, is in search of an enthusiastic professional to assume the role of Assistant Director, Student Life of our Loke Shore

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The selected candidate wilt coordinate the selection into ing. supervision and evaluation of personnel for our finders Union Building, Recreation Center and Graphic Additionally, you will assist in the development and functionally you will assist in the development and functionally for ever programs, work schedules, publishy mentation of ever programs, work schedules, publishy mentation and promotional items for our College Bowk on-finestic services and new student orientation.

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Hamline UNIVERSITY

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HALL DIRECTOR/ ASSISTANT DIRECTOR OF STUDENT ACTIVITIES

HALL DIRECTOR/ SUMMER CONFERENCES COORDINATOR

HAMLINE UNIVERSITY le a eelective liberal arts institution in St. Paul Minneaota HAMLINE UNIVERSITY TO BE SELECTED THE STATE THE STATE OF ences Coordinator with a starting date of August 3, 1992.

Hall Directors are responsible for the day-to-day operation of 1-2 resident halls of Hall Directors are responsible for the day-to-day operation of 1-2 rasident halls of up to 200 real-dents, including facility management, student development/programming, student conduct, edvising 1-2 hall governments and supervision of 8-3 student staff. Position 1: The Hall Director/Assistant Director of Student Activities with the overall administration of will assist the Director or Siludent Activities with the overall adminisfration of empts activities, advise student organizations, cases and seed leadership train-ing and development, atc. Position 2: The Hall Director/Summer Conference Coordinator will easist with the overall summer conference program, including supervision of 6-8 student staff, development of contracts, facility tours, linen ton, summer maintenanca processea, elc.

QUALIFICATIONS: Mester's degree in student development or related field pre-fered with 1-2 years' direct experience in Realdantial Life. Knowledge needed in the srees of facility management, student development/programming, etudent conduct, and advising.

COMPENSATION: \$15,000-\$17,000 (asiary dependent upon qualifications), 12 months room and board, and juli benefits.

Send cover latter, résumé, and the names, addresse, and telephone numbers of sent uover natter, resumes, and tre names, acoressas, and teephone numbers or three current refarences to Director of Human Resoutces, Hamiline University, 1538 Hewitt Avenue, Draw Hall, Room 195, St. Paul, MN 55104. Screening of candidates will bagin on June 17, and résumés will be accepted until a sui

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DIRECTOR OF STUDENT HOUSING THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICASU

The University of Chicago invites esplications for the position of Director of Student Housing. The Director of Student Housing is the primary residence life efficer for the University House System which accommodates 2,500 repeture in 1 made and half in Helious System which accommodates 2,500 repeture in 1 made and half in Helious System is arcurated to support the colorist of the House System is arcurated to support the colorist of which includes 38 Resident Heast down from the Helious System of the Heast down from the Heast down fr

programs.

The Director of Student Housing must provide vigorous leadership to the Housing Staff of over 100 people. The Director recruits, selects, and evaluates the Staff and coordinates in work in counseling, programming, and disclipline. The Director oversees the work of the cereal housing office in assigning and billing eudents, producing publications, and administrating a large program and operating budget. In addition to the residence early, in Directors and 2 clericals.

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System, including the Director of Nouther I Flousing, live in the residence name. An applicant must hold at least e Master's degree and have at least rhere years' experience working in a college or university residence system. The applicant's background must include superview responsibility for notice raff, bedgetary and disciplinary experience, and can be militarily with residence hall business operations. It is preferable there the specific form the experience in an educational serting similar to University of the experience in an educational serting similar to Culture the service of the contract secondary of the submittations. Compessitive and includes generous living accommodarious within the House System.

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Screening of applications will begin immediately and continue until the position is illide. Preference will be given to applications teached by July 10. The successful candidates many he evaluable to manne exponsibilities no learer than Speramber 1. Oradidates about send extered application, resurtie, and the trames and addresses of three references to:



Edward Turkington Deputy Dean of Students THE UNIVERSITY OF CHICAGO Administration 219

5801 S. Ellia Ave. Chicago, IL 60637

PROGRAM OFFICER EAST ASIA

Social Science Research Council

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East Asia Search Committee Social Science Research Couecil 605 Third Avenue New York, NY 19158

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working immen weeps and the proper security of the proper security student recruired. Prior experience with minority student recruirent or related experience helpful. Cood interpersonal communication stills; effective oral communication stills; ability to organize, coordinate and direct various project/events.



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Please oubmit current ré-eumé/vita and 3 letters of reference by June 15, 1992 fo: Employment Section, ASU, Templs, AZ 65287-1403. JO#7/1913. AA/EOE.

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Qualified applicants should salemit their recume by mail or Fux to the number below within 14 days from the date of this publication. Resu mes must heltide a daystima@unions planes number where you can be constanted during normal business bours. You must be a U.S. or Canadian citizes to quality. Resument to

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Assistant Diractor for Public Affairs

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BELOIT COLLEGE

Beloit, Wisconsin

Associate Director of Admissions (Marketing/Management) Two Positions

Two PostUons

The Associate Detector in Admissions that detecting a responsible for the elegant place of operating the admissions and expensions made the property of the elegant place of the public will be available by 1, 1992, below close the elegant place of the elegant place of

DIRECTOR OF STUDENT LIFE Queens College Student Union

(Revised Position Description)

WANTED: Energetic, creative, intrivated individual,

SETTING: The Student Union is boated on the 76-acre campus of Queens College, Lity University of New York, serving the needs of a diverse multicultural student prepulation of over 17,000.

Just 10 over 17,100.

CHALLENGE: The Director of Storfent life is responsible to the Esecutive Director for threeting the Storfent Life Office of the Queene Cullege Stodent Union, mechanigation and execution of a transpectensive activities, student using and execution of a transpectensive activities, student was a construction of a transpectensive activities, student was a construction of a transpectensive activities, student was a construction of a transpectensive activities. Student processing Development. Supervise the Assistant Director, suchern manager.

REQUIREMENTS: Bachelor's degree required, Master's preferred and a minimum of four years' directly related oxpretience. Ability to wark with diverse populations, and a high level of unitative, enthusiasm, and creative energy with excellent interpressonal relations skill.

SALARY: Salary open with excellent benefits.

- APPLICATION: Review of applicants will begin on Mun-day, June 25, 1992, and remain open until a six cessful candidate is chosen. Send résumés to:

Dr. Paul M. Summ, Executive Director Queens College Student Services Corporation Box N2 65-10 Kisseua Boulevard

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RESIDENCE LIFE Assistant Director

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Системник в принципалник в принципал DIRECTOR, STUDENT COUNSELING SERVICE Iowa State University

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Application: Send Lenvi, résumé and names sud relephone numbers of thice telviences to Cher of Search Committee, Office of the Vice Prendent lou Student Affaint, 3/1 Beardishear Hall, lowe Stere University, Ames, 1A 3/01/11. Sencenting hegins July 1; applications accepted until position is filled.

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A growing, private, comprehensive Catholic university, STU has an athribeally and internationally diverse student population of 2,500. Over all the properties of the private properties of the private properties and the Lew School. The main cameraties in the private properties and the Lew School. The main camera the private properties and the private private properties and private properties.

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Office of Human Resources St. Thomne University 16400 N.W. 32nd Avenue, Miami, FL 33054 Fax (305) 628-6510

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Associate Director of Academic Computing

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527. St. Mary's Lietrershy is an Equal Op-coderative Action Environment Continues and Continues and

WOMEN'S GOLF COACH

Longwood Collego seeks a full-time coach (10 months annually) for its nationally renowned woman's golf tage.

The Chronicle of Higher Education • June 3, 1992

RESPONSIBILITIES: Organization and administration of well-eatablehed NCAA Division II women's golf program in-include demonstrated abilities in coaching, recruiting, coo-dinating and promoting all phases of collegies golf. Teach-ing dulies in the Department of Health, Physical Education, and Recreating and Programment of Health, Physical Education.

QUALIFICATIONS: Becheior'e Degree required, Mastar's Cegree preferred. Muet have previous coaching or potes-sional experience and demonstrated knowledge of side development in goil with e eincare commitment to acciden-t

SALARY: Commensurate with qualifications and experience

APPLICATION DEADLINE: July 7, 1992 STARTING DATE: August, 1992

Send letter of nominetion or application, vita, and three letters of reference to:

Director of Afhielica c/o Employee Ralelione Office Longwood College 201 High Street ermville, Virginie 23909

LONGWOOD

SENIOR ASSOCIATE IN MEDICAL EDUCATION

The University of Texas Medical Branch at Galveston

The Office of Educational Development (OED) has an opening for a Service Associate in medical education with experite in instruction, testing and masterial results of the Company of the

University of I seas neatical Stranch. The position requires are served doctorals [Ed.O. or Ph.D.] in education, psychology on a related field with emphasis in instructional design, testing and measurement. Excellent Interpresent alkills and on stellity to work effectively and an extensive of the professional skells and on stellity to work effectively and the professional skells and on stellity to work effectively and the professional skells and on the professional skells and on the professional skells and the professional skells are professional skells and the professional skells and the professional skells and the professional skells are professional skells and the professional skells and the professional skells are professional s

equestion/training is highly destrable.

The appointment in available immediately, interested applicants should send cover letter, curriculum vitae, and litrae references to: Linde Rogers, Director, Office of Educational Development, RT F-64, Rm 144, Gall Borden, Galveston, TX 77555.

The University of Texas Medical Branch is an EO/AA employer MF/HV.
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Director of Institute for Innovative Collaborative Programs

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Quilledness Ph.D. required, with softle-iron codemic qualifications for missions to be converted; position in an appropriate endemic unit. Six hor missions to be constructed to every in grant writing ord assurption and in deciring collaborative programs. erospon compositive, commensurate with experience and educational back-gons.

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Effects Date of Appulatments This position is continuent upon availability
Audio, but could be evailable by July 15, 1992. Indicates Process Letter of application, clusters detailed résureé, official matrius, and addresses of times references should be forwarded by July 1,982 ne.

Dr. Billy C. Covington Director of Faculty Research P. O. Box 2418 Saio Houston State University Huntaville, Texas 77311

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DIRECTOR OF HUMAN RESOURCES

AURIGHT COLLIGIE seeks qualified applicants for Director of Busin Resource. This resultion reports to the Vice President—Fi-ures and temporarise fore; compare knowle employe relations pre-grant; desidention system; computerated comparation and benefit that an invitative with statespic planning and execution of estab-tion Auricia polity.

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Paul W. King, Vice President --Emance Albright Cullege P. O. Box 15234 Reading, PA 19612-5234

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THE NATIONAL ENDOWMENT FOR THE HUMANITIES INELLI techs applications for an

HUMANITIES ADMINISTRATOR

- Qualita dium Requirements:

 A na samed M.A. In a desciption of the humanities is required to the D- in American or American diochecular History is preferred.

 Professional experience in the humanities with scholarly, academic or grant-making ungalitations.
- he perferred candidates should also have.

 1. Tourhing experience in the humanities;
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The salary range for CS-12 is \$38,061-\$50,516 per annum
Application must submit an Application for federal Employment Standard Term 1711 to
necesses unsalestation for this position. This term may be obtained by calling as entired to
the addition below.

All applications it ust be received by June 29, 1982, and must cite Vacancy Announce over 40,040C. All remynorises thought be additioned to: All Correspondent's inclusion provided in: 1846 W. Tstraini - Personnel Managerent Specialisi National Endowment for the Partianties 1100 Pennylyunia Avenue NW. Boom 419 a Walnington, DC 40406 Telephone, 1201 786-0415 pt 1DD 12027764-0283

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ST. JOHN'S COLLEGE Santa Fe, NM

Assistant Director of Admission/Admission Counselor

Applications are being accepted for an opening in the Administro Office for effort an Anathrest Director on an Administra Counter. The sterting date self bell arrange, 11930-Maintern qualification on the Administra Counterle lower technical fold degrees, excellent visions and vision technical and administra-tion of the Administration of the cluster and Administration of the Administration of the Administration of the which must have been all a ministration countering professors, one with which must have been all a ministration of the Administration of the which must have been all a ministration of the Administration of the which must have been all an administration of the Administration of the

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Director of Admissions

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Associate Director of University Development College of Business Administration Tennsesee Technological University

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Gregory P Bontroper Vice President of Development Ammiscan Cencer Society Michigan Olvirion, Inc. 1205 East Stiglinew Lynning, MI 45606 (317) 371-2920

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ASSISTANT OSHKOSH DIRECTOR

GRUENHAGEN CONFERENCE CENTER Conference Planning & Marketing

The Chronicle of Higher Education • June 3, 1992

The University of Wisconsin Oshkosh, a major compreheasive regional university enrolling 11,000 students, is seeking sominations and applications of individual equal for appointment as Assistant Director for the Oruenhagen Conference Center.

- Academie Staff Position.

 Coordinate Conference Planning and Marketing Activities for Oruenhagen Conference Center.
- Master's Degree Preferred in Hotel Management, Marketing, Student Services or Related Field.
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 Minimum 3 Years Experience in Conference Flanning, Marketing or Program Administration Required.
 Strong Written and Verbal Communication Skills a Recessity.
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 Annual Appointment.
- Available August 1, 1992.

Applications are due by June 29, 1992.

Appuessons are use by summers, area.

Send letter of application, resume and names of three references to JUM. Endries, Assistant Director Residence Life - Conference Center Director, University of Wisconsin Oshkosh, 800 Algens Director, Conference Conf

The University of Wisconsin Oshkosh is an Equal Opportunity Affirmative Action Employer

PROGRAM OFFICER

The Fogerty International Center (FIC), National Institutes of Health (NIH), Public Health Service, Bethead, Meryland, is recruiting for the position of Program Circles for Blodiversity, GS-19/14 (\$46,210-\$90,087 per year depending upon quellifications). Incumbent serves ee steff specialist for all institutional end other award programs releted to blodiversity derministered or supported by the Fogerty International Center, Appeared to the Person of the Person

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Bachelor's degree preferred. Minimum three years' risk menage-ment, preferably in college setting. Ability to establish and use com-puter distablese, accollent communication and regiotelloria akits required. Knowledge of OSHA regulations and purchasing proce-duras designs.

Please cubmit resume, cover latter and salary requirements by June 17th Io: Serbera Surgo, Human Resources, Wheaton College, Norton, MA 02788.

WHEATON COLLEGE IS AN EQUAL OPPORTUNITY/AFFIRMA-TIVE ACTION EMPLOYER

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In the control of the fundication and a resume should be sent by June 15, 1992,

Human Resources Department Rount I, Skhater Hall Mount Hulyake College South Hadley, MA 01075-1453

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STOCKTON STATE COLLEGE CENTER FOR INSTRUCTIONAL AND MEDIA TECHNOLOGY

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Director of Finance and Planning SCHOOL OF BUSINESS

Georgetown University

The Georgetown University School of Bothness is secting applicants for the position of Director of Finance and Finance. The position repaired fractive to the Found of the school and supports the work of the calmatter-free for the school and supports the work of the calmatter-free fraction of the school and the school an

requiterments.

Chandianters, should have at least three years of senior level administrative experience in budgeting and strategic plenning. Position will require PC-based decision support tools and efficiency communications skills for working with faculty und other University officials. A master's degree in a relevant field is preferred.

Plenve mail cover letter, résumé, and list of references to Finunce and Planning Search Committee, School of Business, 205 Old North Building. (tecuspelown University, Weshington, DC 20037. Applications must be received by Inne 24, 1992.

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Director of Research Webster University

The Disector of Research will be responsible for providing the background information needed to carry out development and lamb-tamber program for the college in depth in season of major described in the college in th

a. warm area nite tequiract. Qualifications Include a tinchelor's degree, a knowledge of prospect research techniques and resources, and experience with fund mising and development.

Please seral résunté anti cover letter to: unić and cover letter to: Elyma i legel Associate Vice Prasident/Advancement Webster University 470 Earl Lockwood Avenue St. Louis, MO 63119-3194

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MEADVILLE, PENNSYLVANIA 16335

Assistant Director of Annual Giving Allegheny College is seeking an assistant director of annual giving. The avoidant director solicits Annual Firm gifts, personally and through vulnaries committee. The ansistant director also oversees programs including the plantation returning gifts, matching gifts, the local business compalga, and he sentle class gift.

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Seral leiter of application, résumé and names of references to Personnel Prepatiment, Alleghery Cullege, Medaville, PA (6335, Allegheny College is an Equal Opportunity Employees).

Deadlise for applications is June 19, 1992.

Nextern of resumes will begin June 20, 1992 and continue until the position to filled. An Equal Opportunity, Afternative Action Employer



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Application Procedures: Send a detailed Letter of Application, Connector Vilae, the Names and Contact Information of Five References and Contact and other supporting materials to:

Dean Homas Fower Dean Homas Fower to I kannu Resource/EEO AA (Alice Enstern Montana College 1500 Nontil 30 Street Billings, MT 59101-0298 (406) 657-2278

Applications received by the dearline of JULY 1, 1992 will be given preference review; however, applications will be accepted until the position is filted.

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State University of New York College of Agriculture and Technology at Morrisville

SUNY Montrolle is in two-year residential college with approximately 000 FTE students, resided in the rollling hills of central New York State. Academic programs (ocusing on occupational and technical education are organized into loar schools.

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A letter of application and resums, which must be received by July 1, 1992, should be submitted to the Director of Employee Relations, SULVY Callege at Agstrutture and Technology, Mortriville, New York 1406.

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Dean of International Programs University of Houston

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Applientions: Applicant should cubmit a datelled vita and a cover letter scribining his or her interest in the position All information should be sent to 11st. International I Asian Search Committee, 350 Melcher Hall, College of Business Authorithmation, University of Houston, Houston, Teass 77204

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VANDERBILT UNIVERSITY School of Nursing

Vauderbill University School of Numing seeks Associate Dean for Practice to develop faculty practice organization to function in colinbombon with aduca-tian and research mission of Vanderbill University School of Numing. Tenure

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Send letters of opplication/nomination to Dean Collean Conway-Weich, Van-derbit University School of Nursing, 111 Godchaux Hall/21st Avenue South, Nashville, TN 37240. Applications will be reviewed until position filled. Saleny and bennilits competitive EDE/AA.



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#### Associate Dean, Academic & Student Affairs College of Health Related Professions (CHRP)

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ource and will have a regular fractily appointment in the insure tract. The CHRP isons of five colleges at the University of Atlantans for Medical Sciences, and includes like Departments of Audiology & Speech Pathology, Biomedical instrumentation Technology, Critectonology, Denial Instrumentation Technology, Critectonology, Denial Protectonology, Medical Technology, Nuclear Technology, Readiologic Technology, Respiratory Care, and Surgical Technology.

Applicants should submit a letter of interest and a current current current submit a letter of interest and a current current current submit at by 10 July 1992. At least five references will be requested of send-finalists at a later date; the position will be available 1 January 1993. Direct applications, nominations, or inquiries to:

Leonard L. Bennatt, M.B.A.
Assistant Dean for Administrative Affairs
Chair, Associate Dean Serier Committee
College of Health Related Professions
Univarily of Aixansas for Medical Sciences
4301 West Markham, #619
Little Rock, Arkansas 72205
(501) 686-5730.

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# MU Marquette University

ASSISTANT DEAN FOR STAFF AND STUDENT PROGRAMS Residence Life

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APRICATION PROCEDUIE: Send letter of application, résumé
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Ronald E. Grman
Dean of Resirience Life
Manquette University
716 North 11th Sirect, Houn 203
Milwankee, Wiscombi 53233
414-268-7208

Screening begins Jane 10, 1002. Applications received by June 19 will begin preference. The position is available July 15, 1002.

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### DEAN

### School of Business

#### EAST CENTRAL UNIVERSITY

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Personnel Office

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#### **CLARK ATLANTA UNIVERSITY Dean of Student Affairs**

(Search Reppened)

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Oean of Student Allairs Search Committee Office of the Provost Clark Atlanta University James P. Brawley Orden at Fair Street, SW Atlanta, GA 30314

Clark Atlanta University is an Equal Opportunity, Affi

#### CERRITOS COMMUNITY COLLEGE DISTRICT Norwalk, California

single campus community college district located in southeast Los an accomment of approximately 22,000 students) is accepting applica-to full-time administrative positions to be affective the 1992-93 accepts

CLOSING DATE July 27, 1992

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An update from Washington on what's happening in Congress and in the federal agencies that's likely to affect colleges and the people who work in Academe —

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### DEAN OF THE **SCHOOL OF** MANAGEMENT

The State University of New York as Builded Invites applications and nominators for the operation of Osan of the School of Management. An Ald Institution, the University at Builde is the largest and most compress the University of New York States and Ald Institution, the University of New York States and St

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Applications from members of minority groups and women are encour

Consideration of candidates will begin on June 24. After that date, appli-cations will be considered until the position has been filled. All nomina-tions, applications, and inquiries should be directed to:

O1. Ronald H. Stein



### DEAN OF STUDENT DEVELOPMENT

BELHAVEN COLLEGE, an evangelical Christian liberal arts college, aceks a DEAN OF STUDENT DEVELOPMENT to serve college, seeks a DEAN OF STUDENT DEVELOPMENT to serve its students. A Master's in Student Development or related field required. Applications are sught from these who will being embrasement of the students of all races, including student academic and non-academic counseling, freshman orientation, residential life, chies service, campo adicaption, extra and co-curriculars crivities, and student organizations. Requires initiatives and creativity and extension of the student of the students of t

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#### DEAN, SCHOOL OF **PUBLIC HEALTH**

#### University of Hawaii at Manoa

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The University of Hawaii is an Affirmetive Action, Equal Opportunity ere-ployer. Women and amonty candidates are encurraged to apply.

#### University of Pittsburgh at Titusville **DEAN OF ACADEMIC AFFAIRS**

The University of Pitodurgh, at Tilisurillo seeks of Dean of Academic Alkalis-with seven as the chief academic effect and reports directly to libr respon-tive to the chief academic effects and reports directly to libr respon-derivers in purposes. Post sharing like either contenting and many proposed in registers of effice, and coordinating research and grants activity. Candidates Hotal have no remend chotsones, successful intelligental touching reportance, and a strong coordinated to undergraduate education. Some admirish above experiences in pedience.

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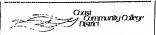
Professor Frank Wedekind, Cliair Academic Doan Search Committee University of Pittsburgh at Titusville P. O. Box 287 Titusville, PA 16354

Screening will begin July 1, 1992 and will continue until position is filled.

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#### Comumer & Health Sciences Orange Coast College

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# 'AUMINISTRATIVE BEAN' Instruction Guiden West College

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To apply a Contact district personnel oftice to obtain publicies upport and required application forms, 17 (4) 442-4007, digitioation form must be third too later that applicable challenge date for each position, Résidue's caused by a copied to been all reprinted forms.

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#### Vanderbilt University SCHOOL OF NURSING

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#### DEAN OF INSTRUCTION

The Santa Rosa Junia Calege is seeking applicants for the putilizar of Dean of Instruction. As one at three Deans of instruction what sports to the Vice President of Academic Affais, the Dean with lave special espansibilities for transfer and General Education, in addition to principal managerial esponsibilities for a variety all instructional programs and

The Chronicle of Higher Education • June 3, 1993

Santa Rosa Juniar Callege is lacated 52 miles north al San Francisca in the heart al the Sanoma County wine country, Founded in 1918, Sonta Rosa Juniar College currently serves mate than 36,000 students per semester.

Master's Degree required with at least three years at formal Matters Degree lequired with a fleast linee year at formal faining, instensinjo or leadership experience leavands placted to this assignment. Demanstrated success as a college classacion teacher is preferred. Familiarity with the California Education Cade is highly desirable. Experience California caucation Cade is highly destable. Experience inknowledge of community college cutricula and program development is destable. Requise a sensitivity to and undestanding af the diveste a cademic, sacioeconomic, cultural, distability, and ethnic backgrounds of community

(appointment conlingent upon Board Approval)

#### FORMAL APPLICATION REQUIRED

Ta seceive application materials, please contact: Personnel Department, Santa Rosa Junio: College 1501 Mendacina Avenue Santa Rosa, CA 95401 (707) 527-4688

FAX: (707) 527-4967 CLOSING DATE: JULY 7, 1992

An equal opportunity/affirmative action employe

Santa Rosa Junior College 1501 Mendocino Ave., Santa Rosa, California 95401

#### **Tuskegee University** School of Engineering & Architecture DEAN

Turkegee University invites nominations and applications for the post-tion of Uses of the School of Engineering and Architecture. The University should be used to be a superior of the School of the School students and 300 locally members. Nice its lounding over a century ago, one of the University's central intestors has been the promotion of sea-ting the season of the School of the School of School o

VICE PRESIDENT 

# FOR ACADEMIC AFFAIRS

#### University of Guam

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ma accredited college of university platients Qualifications: Larinci document irruit an accredited college or university, respective, in a four-post college or university, record of effective temperatures, and servire demonstrated by having carried senior facility rank, U.S. effont of U.S. permanent resident, demonstrated understanding of academic issoes, inswidge and skill in budgeting, personnel procedures, academic advisement, and endation of programs and personnel.

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Baltolic Qualifications: Dynamic leadership qualities strong organizational, human-rishins and communications skills, proven ability to obtain and administer grants and entretts experience with diverse multi-ethnic populations, preferably Asians and Pacific blooders.

Salary: \$70,985.00 - \$86,508.00 per Annont There-Year Initial Contract (this is a non-tenure track position).

Associate Dean for Academic Affairs

FLORIDA A&M UNIVERSITY/

FLORIDA STATE UNIVERSITY

COLLEGE OF ENGINEERING Belda A&M University and Florida State University, both io-cided in Tallahastan, Florida, are members of the Florida State-ishershy System and larves interdiments of units and 20-cm -1980/98; A joint College of Engineering servicing discovera-ing the College of Conference of the College of College and State of College of Conference and College of College and State of College of College of College of College of College and State of College of C

Theo-Year initial Contract (1986 is a non-tenure trace position), hydiedida Process: Submit current vita, an official transcript from institution award-ing the highest degree and oncofficial transcripts of other degrees carned, three current loans of reference sent directly from persons knowledge-oble about the applicant is ac-demic and carned the performance, and request for utilitial application form set Dr. listed McCarned Vice President for Academic Affairs Scartle Committee, c/o Person-ed Services Division, UOG Station, Mangilao, Gnam 19602.

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Application Deadline: Trentane full consideration, all required application documents use by postmarked on later than September 1, 1992.
For more information, call (671) 734-9119, 734-9535, or call Dr. John Rider toll free at 1-80/821-8233. ECO/AAE.

# STUDENT CENTER/

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Operations Manager STUDENT ACTIVITIES

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Northeastern University

If you are interested in becoming a part of a team committed to implementing teaching/learning processes to prepare graduates for the future, please read on . . . .

Edison Community College, a multi-campus system serving five counties in Southwest Florida, is seeking creative educators for positions.

#### A candidate must have:

- \* a record of effective leadership based on collegial relationships with faculty demonstrated success in implementing advanced technologies in the teaching/learning process
- demonstrated commitment to educational excellence based on a foundation of
- effectiveness, efficiency and accountability
- \* successful management experience \* encresoful teaching experience
- effective oral and written communication skills

Applications for the following 12-month administrative positions beginning July 1, 1992, are invited:

Dean of Instruction -- Collier County Campus in Naples. Earned doctorate required, Community college experience required. Salary \$54,833.

Associate Dean/Business and Technology -- Lee County Campus, Fort Myers.

Master's degree required, Major in business administration, marketing or postsecondary education preferred. Successful experience in developing outcome focused programs required. Salary \$49,350.

Associate Dean/Health and Science -- Lee County Campus, Fort Myers, Master's degree required. Allied health area, nursing, science or mathematics preferred. Successful program accreditation experience required. Salary \$49,350.

Coordinator of Learning Assistance -- Lee County Campus, Fort Myers, Master's degree in mathematics, English or reading and successful developmental education experience, preferably at the community college level, required. Salary \$42,950. Coordinator of Nursing -- Lee County Campus, Fort Myers, Master's degree in Nursing and successful NLN experience, preferably at the community college level, required. Salary \$46,216.

Position descriptions and minimal qualifications are available from the ECC Personnel Department.

Candidates must submit an application letter addressing criteria in this notice and the position description, a completed ECC application for employment, and copies of transcripts to the BCC Personnel Department, 8099 College Parkway SW, P.O. Box 06210, Fort Myers, Florida 33906. The application deadline is June 19, 1992, or until the position is filled.



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#### VICE PRESIDENT FOR STUDENT AFFAIRS

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Sulary and Bonefits will be competitive and softeness and qualifications. This is a twolve month position. Position Available: September 1, 1992, or a date acceptable to the University and the successful candidate.

Application Procedures Review of completed applications will begin as a large it, 1992, and will continue until the publical it filled. Application and about a large of the qualification student latent white the same reviews of the qualifications nated above, a contraction when and the masses, addresses and phone nambers of the orderonce to:

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Dr. Glouda McGalu

VP for Student Affairs Seurch Committee

Troy State University

Troy, Alabama 36082

Troy State University is an EEC/AA employer and encourages applica-tions from warms, Irlacks, and other islantiles.



LAKE TAHOE COMMUNITY COLLEGE South Lake Tabon, California

#### DEAN OF SCIENCE, BUSINESS AND CCUPATIONAL PROGRAMS

APPLY BY 5 PM, 7/16/92

FOR REQUIRED DISTRICT APPLICATION AND DETAILED POSITION ANNOUNCEMENT, CONTACT: Personnel Services, Lake Takes Community College District

Personals Services, 1266 1 along Community Opiniga District One Collago Drive, P.O. Box 14445 So. Lake Tahoo, CA 96151 PHONE: (916) 541-4660, cat. 221 FAX: (916) 541-7852 EEGO/AA EMPLOYER

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#### VICE PROVOST FOR RESEARCH AND DEAN OF THE GRADUATE SCHOOL

Western Washington Hink-ersty to lines applications and nonhoritons for th Wer Provost for Personch and Dean of the Gorbade School (bit is a senior the provision with faculty rank reporting to the Provint Wee-President is Affair.

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#### ASSOCIATE VICE PRESIDENT FOR DEVELOPMENT

The University of North Town invites applications and nominations for the particular Associate Vice President for Davelop Temporary of the Property of the Pro

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Minimum requirements include a Becision's dagree with sufvariety of the dagree professor, at issue it en years' current and successor
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Application daudilna is June 22, 1902. Send letters of application with resume and three letters of refevence to:

University of North Texas Personnel Office P. O. Box 18497 Donton, TX 76203

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Russiant Visitian Assistant Professor of Ressian, One your, bestending Full 1992, Sreculate in Selfs Century Reason Liver-ture and Russian-Stoyet railtum, Fluency in Russian, Sate University of New York as no AA/REO crestoyer. Vises to Thumas Strett, Germania and Shark Languages. Strett, Germania and Shark Languages. Statis, Convention of New York, Stony Brook, New York, Stony Brook, New York, Stony Brook, New York, They-May



#### Search Extended **PROVOST**

Incoming President Leslie H. Cochran has extended the mational search process for nominations and opplications for the position of Procest at Youngstown Stee University. VSU has seven school-coolages College of Applied Stance and Technology, College of Arts and Science, Williamson School of Businers Administrations, School of Section, William Responsible Office and Performing Arts, and the Gordants School of Business Sprouthership College of Pine and Performing Arts, and the Gordants School of Legistering, College of Pine and Performing Arts, and the Gordants School, and emals Septominated, 1000 students.

School, and enrolls opproximately 15,000 eluderia.

The Proposal the implicipal cardentic follow, reports to the President, and its responsible for supervision of all behavioral excitates and faculty statems are found to trained and the discretions of the discretion of development and countriestion of the discretion of development of the acceptable candidate will demonstrate collegist landership qualities to work effectively within a decembrated mode of destination.

lists to work ellectively within a decembested mone or estimatestation. Minimum Qualifications: An energed doctories, with a destinguished record of leaching and challenging extensive academic administrative experience on security and academic administrative experience on security and the experience of the experienc

Selary is Compatitive and will depend upon the qualifications of the successful candidate. Data Avetlebla: January, 1993. To be assured full consideration, send nominations end/or letters of interest along with curriculum vitae, official transcript, and names and addresses of at least three references by July 15, 1992

Executive Director of Personnel Services Youngstown State University Tod Hall 223 Youngstown, OH 44555

Youngstown State University is an Affirmative Action, Equal Oppor-tuality Employer. Minorities and woman are an couraged to apply, (Applications for employment and all supporting moterial as subject to disclo-sure under Section 149.43(B) of the Ohio Revised Code.]



Vice President for Academic Affairs and Dean of Faculty

#### WHITTIER COLLEGE

The Search Committee for Vice President for Academic Affairs and Dean of Faculty Invites nominations and excressions of Interest.

whister College is an independent, four-year college-skilinguished by its small size (1000 undergradustes, 80 full-time faculty), nationally recognized liberal size currently, incovative interesticiplinary programs, sturning per-processoral programs integrated unto the liberal erts, diverse statient borby, and faculty governance by consensus.

The search committee will begin its review of each cendialate's materials fletter, vita, and list of at least 5 references) in late jure. The position is available as of July, 1993. Please address inquiries and nominetions to:

Mrs. Jan Turner, Secretary
VPAA/Dean Search Committee
Whittier College
P. O. Box 634
Whisier, CA 90608

Whittier College is an equal opportueity employer

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# UNT FRANCIS COLLEGE OF PENNSYLVANIA

Vice President for Academic Affairs

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She and benefits are competitive and commensurate with experi

condinatesials.

Lines of microtion must include a current resume and the names, the microtion must be a current present and the professional reference current may be a consistent of the professional reference criterials received point to judy 1, 1992, will teach specific profession. Credenidal review will continue until the position has bailed Correspondence shault be addressed as:

ndence shantd be addressed Richard Ctawlood, Ed O. Assistant to the President Saint Francis Cullege P. O. Box 600 Loretta, PA 15940-0630

Saint Francis College Is an Equal Depositments 1

# Cabrini College



#### Vice President for Institutional Advancement

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The Vice President for Institutional Advancement reports directly to the President, and is a member of the Executive Committee. The Vica President is responsible for supervising annual giving, plonned giving, major gifts and grants, curporate and foundation suppart, prospect research, records management, public relations and marketing, and the current capital campaign.

The successful candidate's background will the successivil candidate's background with reflect at least ten years of progressively responsible fundraising experience, including cipital campaign experience. A demonstrated shilly to develop a working team is a must, as well as a warm sense of humor.



#### VICE PRESIDENT FOR ACADEMIC AFFAIRS

Applications are invited for the position of Vice President for Academic Affairs, the chief scadarnic officer of the Catlege who advises the President on all academic matters and, in constitution with the Deam of Undergraduate Studies and leads of the graduate programs, maintains and develops academic programs. The Vice President administers deutational policies and regulations and provides leadership for faculty, academic departments and support systems. Other responsibilities included imaged administration review of academic apportances, prometions and termic systems. Other responsibilities included imaged administration review of academic apportances, such as representing the College to external public and acting on College business to the absence of the President.

Saint Michael's College is a small (1650 undergraduates) independent Catholic College, with a libraril strend accinence and proposate sea to the president and accident control of the president of Applications are invited for the position of Vice President fer Academic Affairs, the chief academic officer of the College who

ominations and applications will begin September 1, 1992. Starting date is July 1, 1993.

Search Committee for Vice President for Academic Affairs c/o the Office of Human Resources

Saint Michael's College Winooski Park Colchester, VT 05439

Saint Michael's College is An Equal Opportunity/Affirmative Action Employer

#### Vice-President for Policy and Development INTERNATIONAL RESEARCH & EXCHANGES BOARD (IREX)

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OR. DONALD C. MATUREWHEIL PRESIDENT INTERNATIONAL RESERVED AND EXCHANGES SOARD ISS ALEXANDER STREET PRINCETON, NEW ISBIRTY 0840 regict. Highliether Cohings in a Barrel and state of the control o well at a werm sense of humor.

Address all inquiries to:

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#### EXECUTIVE OSHKOSH DIRECTOR

LIBRARIES & LEARNING RESOURCES

LIBRARIES & LEARNING RESOUNCES
The University of Wiscontro Online is a major regional comprisionals university which excels some 11,000 stacterals and offices degrees to the manages made of the sounce of the soun

stable Fox River Valley region, which has a population of 280,000. Libraries & Learning Resources excludes both library and in-structional model and the contract of the library and in-structional model and the contract of the contract of the con-national networking capabilities. Models Services provides up-traction in contract production and the contract provides and structional models production. Executive Director, a senior and tructional models production as Executive Director, a senior of vivo Chancellor of Anselmed Malter and superiors to the Use of the Contraction of the Contraction of the Contraction of the support stable.

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Working with the faculty and staff of Libraries & Learning Resources, the Executive Director is respectively for the development, coordinate or the particular of the library and development, coordinate or the staff of the library and the library and

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Salary will be commensurate with qualifications and expe Salary will be commensurate with qualifications and experience. Application destillate. August 19, 1900. Conditions should see of a periential process and phone numbers in current referred to the control of the cont

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#### VICE PRESIDENT OF THE ARTS AND SCIENCES

Position: Columbia University is seeking candidates in exceptional scholarly and professional accomplishment for the position of Vice President of the Arts and Sciences

The Vice President reports to the Provost of the University and is a member of the President's cabinet. As the chief academic and operating officer of the Aris and Sciences, the Vice President overces 559 full-time laculty and 9,900 students and is responsible for faculty recruiment and promotion, instructional stalling, and linarcial and administrative management. The Ads and Sciences is comprised of tive schools administered by deans—Columbia College, the Graduate Schoot of Aris and Sciences, the Schoot of International and Public Atlairs, the School of the Aris, the School of General Studies—and 26 academic dopartments whose chairmen report directly to the Vice President.

Qualifications: An earned doctorale and distinguished scholariy credentials suitable for fenure in a department within the arts and sciences are required. Substantial prior administrative experience is

Application: Applicants should submit a cover letter, a current resumi, and names, addresses, and phone mimbers of five releiences. Screening of candidates will begin on June 19, 1992, and will continue uptit the cosition is filled. Seed materials, for

> Janathan R. Colo. Provost Columbia University

New York, NY 10027 Columbia University

Columbia University is an Atheronius Action, Equal Employment Opportunity Employer
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#### VICE PRESIDENT FOR UNIVERSITY RELATIONS Florida State University

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Salary is competitive and commensurate with experience end and entirely. In addition blood from the line or the commensurate between the conditions and entire productive benefits and entirement per less

de Sake University offers no ettractive benefits end retirement par one end epplications should be until 10: Professor Leo Sandon, Chair Search Committie for Victo Product for University Rolations President 10 Ulice, 8-10, 71 Western Building Tulistance, Fortina 13306 (50) 464-1005 FAX 6 (50) 464-1075

no later than June 30, 1992.

The "Covernment in the Stunables" laws of the State of Florida require that all documents related to the State h process, including letts to of nomination and application be available for public inspection. All meetings of the Search Committee will be

open to the public. The Hurlds Siele University in an Equal Opportunity, Affirmative Action Employer. Women sed intractities are encounted to apply.

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Search Reopened



#### VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

Providence College Invites applications for the position of Vice President of Academic Administration Position aveilable July 1, 1993 Fulles, chief noderly other of the college nomally reports to the Executive Vos Pretident, supervisor overall planning of currectum, coordinates the higher promotion of the college nomally reports to the Executive Vos Pretident, supervisor overall planning of currectum, coordinates the higher promotion and issue of leaves of leaves, before Committee on Azenfarette Rank and Executive Services on all major administrative committees.

and i tenue, serves on all major administrative continues.

The following report directly to this Win President, Associate Academic Vice President, Dean of Circuluse School, Dean of Undergradents Studies, Dean of the School of Continuing Education, Dean of Minority Modern Affairs.

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Providence, RI (2018).

Providence College is a fromen Catholic, four-year, coeducations, ibbert arts college, which welcomes qualified men and worshi brough gener opportunity of the providence of the providence of the providence of the providence of the defendence of the providence of the providenc

#### VICE-PRESIDENT, ACADEMIC PROGRAMS International Research & Exchanges Board (IREX)

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To apply, plance send your returns and the names of lour references by June 26, 1992 to:

providing leadership training and sprifting students of the community distinguishment of the community distinguishment of the community distinguishment of the community of the

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professionis. Qualifications: Master's De-free lossistent activities, student personnel services, student development, counseling or other appropriete area, two (2) years of experience in naturent servivities and acci-tent written and cost communication skills are required. Education and sucretency in

(Search Re-opened)

#### PROVOST FOR CONTINUING EDUCATION

#### Montgomery College

Aumignment College

Aumignment College in swinking replications mod reministratus for the Proposal for Continuing Education. The Process is a remeaster of the Process and also becreive as a sentime above to that the College was expensively as the College of the

#### The College is seeking on innovative leader who:

- pussess strung leadmobilip and human relations skills and who can demonstrate previous success in building teams and bringing out consensus.
   Is ridue to develop and implement a statelegic plan to meet future reeds,
   will be actively involved with the community and promote junit ventures with other urganizations;
- Is sunstive to the needs of a culturally diverso community and student body, and who can foster a diverso work force; and can iteriumshate previous success in diveloping and managing bulgets in a liscally self-sufficient environment.

Candidate must have a master's degree in a relevant thickpline: n ducteage is preferred. Light is ten years of prograssively responsible must expect a cup care cere is repulsed. A combination of unlesses and continuing reducation species and continuing reduction species are continuing red

Mantgomnry College Office of Human Resources 900 Hungerford Drive, Sulte 130 Rackville, MD 20850

Montgomery College is an Equal Opportunity and Attenuative Action institution Minorities are encouraged to apply.



#### **ASSISTANT** VICE OSHKOSH CHANCELLOR

DIVISION OF ACADEMIC SUPPORT

Guailfeations:

1. Dectors to preferred (ABD considered).

2. Strong isosfership, interpersonal and communication skills.

3. Strong isosfership, interpersonal and communication skills.

of minority/dandwantaged issues and concerns.

4. Administrative/management experience.

6. Crant writing and teaching experience desirable.

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Responsibilities

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Center.

Work closely with the deans to provide services to minority/
disadvantaged [M/D] students.

clearvantaged [M/D] students.
Play a major role in meeting the University's commitment to multi-culturalism, consistent with the UW System's Design for

multi-cuttimitism, consistent with the UW System's Design as Diversity.

Involvement in remultioner and retention of M/D students and implementally and sendents sending the students and implementally program evaluations, maintain the M/D information system and obtain sptrasurural grant funding.

Teach one course each senseter in area of specially.

Applications are due by August 15, 1992. Minorities and women are especially encouraged to apply.

Submit a letter of interest and a current vita to Chair, Scarch and
Screen Committee for the Assistant Vice Chancellor, Division of
Asademic Support, Office of the Vice Chancellor, University of
Wisconsain Oshicosh, Oshicosh, Wisconsain 54901.

The University of Wisconsin Oshkosh is an Equal Covertunity/Affirmative Action Employer

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select and applications ore invited for the position of Provost/Chief Academic Officer Sministers and appropriate Officer and September 1, 1992. As Chief Academic Officer, the Provosi provides against etities on septement 1, 1994. As Amer Academic Officer, the Proven provides passible all educational programs, both undergraduate and graduate, the Denas of four task the Directors of vortious academic and support programs, and a full-time faculty of task the Directors of vortious academic and support programs, and a full-time faculty of the first a varying number of adjunct faculty. Consistent with the primacy of the first around a first and the primacy of the first around a first and the primacy of the first around a first around nt at wer as a varying memory of the primary of the primary of the primary of the primary after the primary after view of the University's five view

MINITIONAL PROFILE: La Selle University, founded in 1863, is a comprehensive institution hammonal\_PROPILE. Locals of the Christian Schools (The Christian Brothers), a Roman guest by the Brothers of the Christian Schools (The Christian Brothers), a Roman field religious order of teachers. The University is e fully accredited institution offering the religious order of teachers. larges in diversified programs to over 3,000 full-time undergraduate and over 3,000 partwe mitted of whom 1,200 erc enrolled to vorious graduate programs.

RETION PROPILE: The Provost positium requires on energetic and creative academic leader the philosophy and experience are consistent with the University's mission. The minimum enitements for the position include: an corned doctorate, demoostrated teaching and appropriate, and administrative experience appropriate to a chief scademic officer. In whim to the customary responsibilities of the chief academic officer, the successful candia hould expect the corning decade to include continuing emphasis on the recruitment and guide of a more diverse faculty and student body, links with primary and secondary with the development of new undergraduate and graduate programs, and an increasing moteus on internationalism in the curriculuro.

(WINSATION: The University offers on excellent benefits package, and salary is sementurale with experience and qualifications.

oficitions, supporting materials, and the names of three (3) references should be sent by hir 1, 1992, to:

> The Provost Seurch Committee La Selle University Philudelphia, PA 19141-1199



LA SALLE UNIVERSITY

La Salle University is an Equal Opportunity/Affirmative Action Employer

#### Vice President for Academic Affairs and Provost

Otis School al Art and Dasign invhes applications and nominations for the position at Vice President for Academic Atlairs and Provest.

Otis, established in 1918, is the oldest independent school of art in the city of Los Angeles and currently one of the finest profession of colleges of art and design in the country. Its alumni include Rebert Molhervell, Philip Guston, Robert Irwin, and John Baldassari. Located in the heart of the city, Otia has approximately 250 teaching laculty and annolls 700 full-time undergraduate end graduate atudents in its dapartments of Fine Arts, Communication Design, Environmental Dasign, Feahion Design, Illustration, and Phalography. The collage also runs an active evening division that enrolls mare than 2000 professional and avocational students a year.

The Vice President for Academic Affairs and Provost will serve as the chief academic officar responsible for all academic and student services oporations.

The individual will repart directly to the President, will serve as the college's primery academic officer and will be responsible for all ecademic progrems of

Candidates should provide evidence of the following:

- landership ability in academic and administrative offsirs ability to communicate and interact with the laculty, students and
- understanding the mission and processes of a professional
- college of art and design

  elegible by the continuous by the conti
- overnent of programs budgeting and management ability

Candidates should have an advanced degree, experience in arts administration, and a strong commitment to diversity

Places direct applications, nominalians, or inquiries to:

Roger Workman, President Otis School of Art and Dealgn 2401 Wilshire Boulevard Los Angeles, CA 90057

The Search Committee will begin reviewing applications immediately and will accept applications until the position is filled. Applications from woman and minorities are encouraged.

OTIS IS AS EQUAL OPPORTUSITY/AFFIRMATIVE ACTION EMPLOYES.



#### VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

THE UNIVERSITY OF CHARLESTON CHARLESTON, WEST VIRGINIA

he You President for Administration and Pinance is the chief financia

diatof the University and supervises plant and property, food service beautiful the University and supervises plant and property, food service beautiful, and security operations. The Vice President is responsible supersimple policies and procedures, in surance, contractual operations. principle process and processures, meanance, commenced president reports to the President substance of the President's Cabinet.

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Application and resume, including the names and telephomenumbers of the strenges, due June 12, 1992. Submit to Dr. Edwin H. Welch, Parkett, Th. Wittershiy of Charleston, 2300 McCodzin Avenus, S.E., Ontto, WY 2304. Position is welf to be August 1, 1992. The lightenity of Charleston is an Equal Opportunity Employer.

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VICE PRESIDENT **Shelton State Community College** 

SCC is needing qualified applicants for the position of Vice medicine, available October 1, 1992. The Vice President reports directly to the President, and its specified or the coordinates of the State of the Stat

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LAKE . CITY

VICE PRESIDENT FOR STUDENT SUPPORT SERVICES

THE COLLEGE Lake City Commentity College to a comprehensive, public or any college offering unaster and vocational programs with an FTE of 2035 College is located to rural northeast Florido on the interests between Called As modern campus buildings.
THE PORTICH: Lake City Consumally College is sasking of prants, station carried in Judicia to lead is sately stated in Judicia to lead is sately as the constitution incide is defined in the constitution of the constitution incide in the constitution of the c

distilial with introvalien.

QUALIFIECATION Required: Earnest Deciposte, missimum 8 years' community college experision in riuded services, excellent trappers review.

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SALARY Commensates with que lifications and experience.

COSING OATE (pus 30. 1982.

APPLICATION PROCESTURE: Seed stater of application, résumé, usoilitate immargine, and immensate pleasure les carpins, and there letters of reference to:

lake City Community College is an Equal Opportunity, Affirmative Action Employ-ar and necourages treasure and minorities to apply.

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President

Arctic Sivunmun Ilisagvik College

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posteroulary institutions.

He Prodent is the chief carecuive, administrative and academic offices of ASC and provides leadership for all aspects of the College. The President opens to the Proceedings of the College of the Procedure of the Proc

AMDIDATE RICHELS
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Applications about the addressed to Gaylin Fuller, Acting President, Arctic Structural Biograph College; P. O. Box 7337; Ustrow, Alaska 99723; (907) Structure.

CHANCELLOR

University of California

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togotal for the College of Medicine.

The Charmeller is that child executive afficer of the campus and is repossible to the President. Within the scope of University policy, the Chargeller encourse very bound deligated provers and in the president of the president policy, the Chargeller encourse very bound deligated provers and in the president of the president pr

nations may be addressed to:
The President
Attr. Search A
300 Lakesida Drive
University of California
Oakland, California 94812-3550

and should be received no later than July 1, 1992 to be given full consideration.

AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

ident and The Regents of the University of California tavite ons and applications for the position of Chancellor of the mpus. The appointment will be effective on or about October



Minnesota Community College System

#### **PRESIDENT**

#### **AUSTIN COMMUNITY COLLEGE**

The Channellor of the Manusots Community College System announces as opening for the position of President at Austin Community College Austin Community Crilege currently carells approximately 1200 students frounded in 1990, the college is located in the city of Austin, a rity of 23,000, rinely rules south of Minneapolis and St. Paul.

The college operates under the Indisdiction of the State Board for Community Colleges Emoliment in the Minnesota Community College System has increased over 51% in the past seven years.

The President Is the rided executive officer of the college with responsibility for all programs and functions of the implication. The President reports directly to the Chancelles.

The following qualifications are considered essential or highly desirable

- A demonstrated commitment to the mission of the community offices
   A demonstrated connecting for coastee and restaucoful management and leadership • Demonstrated kvadership shility in areas such as instruction and student

- syndos.

  A Demontrated abilities in community relations.

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  A Demontrated selfs in fixed plenning.

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  B Training in extractional administration, preferably with an emphysis on high-
- If a use is excessed in the control of the control of the post-accordary for chicketon a characterial administration, professibly at the post-accordary level, community, coffege administrative experience is destrable as excessed of the control of
- grams

  An earned doctorate or appropriate experience that provides equivalent

strength.

a Demonstrated commitment to student concerns. sizzy is competitive and commensurate with experience and qualifications

It is anticipated that the president will assume his or har duties by Septen The 1991 Minnscota Legislatus mandated o marger of firee of the four public higher oducation systems—this community colleges, the lackrical colleges, and the state universities. The University of Minnscota is excluded hom

The application deadline is June 19, 1992. Required meterials include a letter of application addressing the applicant's interest in and qualifications for the position, a returnet, and the names of three references.

Anne Wayandt
Search Coordinator
MINNESOTA COMMUNITY COLLEGE SYSTEM
2(3 Capitol Square, 550 Cadar Street
St Paul, MN 5510
(612) 296-5157

The Minnesoin Community College System is an equal opportunity, affirmative action amployer,

# **LAMBUTH** UNIVERSITY

#### Vice President for Business Affairs

Lambuth University invites nominations as well as expressions of in-

terest in the position of Vice President for Business Assaria.

Lambath Diversity, a thissel Methodist related institution, I because in Inchan, Transsect. The University serves a studied population of inchan, Transsect. The University serves a studied population of the Committee of the Committ

Expressions of nomination or interest should be forwarded to: of nomination or inserest should be a Chairman, Search Committee Vice President for Susiness Affairs Box 449 Lambuth University 705 Lambuth Senikevard Jackson, TN 38301

Deadline for applications: June 19, 1992 Lambuth University is an EOE/AA/MF amployer.

Telecommunications: The University of Westero Australia, Perib. Associate Pofestor/Senfor Lecture (asternare: ASS/S2). Two positions in Telecommunications, begranness of Electrical and Efectionic Engineering of Electrical

#### CHANCELLOR UNIVERSITY OF CALIFORNIA SAN FRANCISCO

The President and The Regents of the University of California invite monitoring and applications to the position of Chancellor of the San Francisco campus. The appointment will be affective July 1, 100.

The University of California, Son Francisca, is one of the rine compares of the University, and the only one devoted study to the temperature of the University, and the only one devoted study to the universities. It is considered that the control of the University of the University

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The President
Atin: Search It
300 Linkeside Brive
University of Cs ilfarnia
Oukland, California 9612-3550

And should be received no later than July B, 1902, to be given full

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#### Executive Director of Institutional Advancement

#### STILLMAN COLLEGE Tuscaloesa, Alabama

still man. College is fore-year, thered are in bettering headed by the foreign Fernician College is the year of the College has an excellent of the College and whomewhome who expressed in the College has an excellent of College and Schools and the Alabama State Southern Association of College and Schools and the Alabama State Southern Association of College and Schools and the Alabama State Southern Association of College has a 13-to-1 state of the Alabama State and the College Association of the College Asso Stillman College Is four-year, liberal-arts institution founded by the for-mer Presbyterian Church in the United States (PCUS) in 1876, Today, the

Salary: The aslary is negotistic and competitive with attractive fringe benefits.

Application: Applications or nominations should be submitted not later than June 15. Send a complate resume along with a covering letter providing the names, addresses, and telaphone numbers of three references

Chairman, Search Committee for Executive Director of Institutional Advancemen Stillman College P. O. Box 1430-A Tusculoosa, Alabama 33403

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Hanning Andrews Produced and the control of the con

The Chronicle of Higher Education • June 3, 1992 

#### PRESIDENT

**Central Pledmont Community College** Charlotte, North Carolina

The Board oil Trustees oil Cential Pfedmont Community College beinapplications and nominations for the position of President of the Celege
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CPCC, a comprehensive community college, has a record of collaboration and partnership with schools and colleges, business and industry, gover-nership with schools and colleges, business and industry, gover-ment agencies, and colver organizations in buildings community and delive-ing educational size Bence. The continuation of this second will remain a high principy of the College.

#### POSITION PROFILE

- a Earned doctorate from a regionally accredited institution strongly per-terred, a master's degree required.

  The years of successful community college sention-level administrative experience.

  Soldence of successful leadership in instruction and program develop-
- nt ven ability to work with schools and colleges, business and industry.
- a Process ability to work with schools and colleges, business and butuary, social government, and community given political leaders at the size and leideral levels. And construction, and construction, and the processor of the Community of the Computer Community of the Community of the Computer Community of the C

Interested persons meeting the tequirements of the position profite should send letters of application, including complete resumes of training and experience plus appropriate references to:

Dr. Bill J. Priest Consultant to the Board of Trustees Central Pledmont Community College P. O. Box 35051 Charlotte, NC 29235-5051

ol qualified individuals should also be sent to the above lications must be received at postmarked no later than

CPCC is an Equal Opportunity, Affirmative Action Employer 



Chancellor

Grossmont-Cuyamaca Community College District San Diego County, California The governing board of the Grossmont-Cuyamaca Community College

District invites applications and sominations for the position of Located in El Cajon, California, the District Includes Gre

Located in El Cajon, California, the District includes urbasinosis compared in 15-acre campus serving approximately 17,000 intelents Cayamera. College, a 165-acre campus serving approximately 5,000 andenus and Theame East, an ocustanding 1,200-acat facility which serves the community with a watery of educational and cultural activities.

Education: A mester's degree is required; an earned doctorate or M.B.A. is strongly preferred, but not required.

Proferred Professianal Experience: Demonstrated success in a statis-administrative role in a compiler organization. Demonstrates reducind loweridge and talestable perspective in terraggic planning, faced strange-ment, human resources development, legislative and community rela-tions, facilities planning, certificians and industration, and collective ba-paining. Demonstrated ability to oldentify and source external sources of indige, fournection, business services, or reducta retrieves experience is higher selectation. Experience in working with diverse community, find-y, self and studiest eroses. A strangeriest of considerates in different to the contract of the contract of the contract of considerates in different to the contract of the contract of considerates in different to the contract of the Preferred Professional Experience: Demonstrated success in a senior ty, staff and student groups. A demonstrated commitment to affirmative y, test the numer groups. A demonstrate commitment to the consists action. Demonstrated understanding of and commitment to the consists nity college philosophy. Demonstrated ability to respond to social, such nological, and economic change in a constructive manner. Demonstrate commitment to maintaining a program of arong community relations.

Direct inquiries, nominations, and requests for application information t

Seaior Vice President Ira W. Krinski & Associates P.O. Box 93127 Pasadeos, CA 91109-3127 (818) 568-3311 PAX (818) 568-1656

(PDT) July 10, 1992.

EXECUTIVE DIRECTOR Accrediting Commission for Trade and Technical Schools

The Accrediting Commission for Trada and Technical Schools of the Carear College Association (ACTTS/CCA) is national in scope and aceasts shighly qualified individue as the Security profession and orintesion offices are in Weshington Dr. Weshington Dr. Good and configuration offices are in Weshington Dr. Station and Puerto Ricco.

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altions.

A High degree of interpersonal and communication skills.

A High degree of interpersonal and communication skills.

A bility to analyze and orticulate oratly and in written form complex oducational worklores and privote technical school issues

Salary:
Salary:
A compatitive salory and benefits package will be negotiated.
A compatitive salory sand benefits package will be negotiated.
To apply, call or write for the application packet. Please do not toquaet application materials unless you meet the required qualifications. Request from:

ACTTS Search Committee 750 First Street, N.E. Selts 900 Washington, DC 29002-4242 Phone: (202) 336-5790

The Accrediting Commission for Trads and Technical Schools of the Carest College Association is an equal opportunity amployer. Women and minorities are sneouraged to apply.

PRESIDENT McMURRY UNIVERSITY Abilene, Texas

The Board of Trustees of Michiarry University invites nomination, applications, and There will tendry fee the position of Praident upon the minimum of the Trusteest. Dr. Trusteest and the property of adminis-pleasure of the Board of Trustees, and to their good administrative officers. instance in the casted as, Prantice, we in the Conference of the C

nations, and applications for the position of President should be

Special Cummittee for the Selection of a President ofo Mary E. Cato, Secretary to the Committee Laboot, Texas 7949-4820 Phone. 886796-7308: Fax: 806796-7365

Supporting information, Incideding reference, will be requested by the Committee of the proposite time. The compression will be requested by the Committee of the proposite time. The compression of the proposite time is open, and the acreeing of applications will begin our about buy 15, 1992. The Search will remain open until the position in finel.

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#### PRESIDENT

#### Morningside College Sioux City, Iowa

The Board of Directors of Morningside College invites applications and nominations for the position

Founded in 1894, Morniagside College is a private. Founded in 1894, Morniagside College is a private, coeducational, four-year, liberal arts institution. Afficiated with the United Methodist Church, the college seeks a campus body representing diverse social, cultural, ethnic, racial, and national backgrounds. The tural, enmic, racial, and national backgrounds. The collegerovals 1,225 students and employs 64 full-time faculty. The campus consists of 16 buildings on 27 acres located in Sloux City, Jowa. Metropolition Sloux City supports a population of 100,000 and is the economic and cultural hub of the "Slouxland" region.

Candidates must have an earsed doctorate from a consistent of the Slouxland Sloux City supports and support the sloux consistent supports and support supports and supports and support supports and supports

recognized university. Among the other qualifications soughlare:

• proven experience and success as an educational leader,

• experience with a private liberal arts college;

- experience in fund-raising; ability in work effectively with faculty, students, alumni, and community and church
- expertise in administration and planning;
- exemplary character and integrity; and ability to communicate and motivate, and to

lead the college.

Prospective candidates should send the following:

- an application letter:
- a complete resume/vita;
- placement credentials;
   complete trosscripts;
- an original position paper addressing "Challenges and Opportunities Facing Private Colleges in the 1990s and Beyond";
- letters from a minimum of five people representing career and community
- relationships; any other materials that you consider relevant.

The committee will review complete files I ne committee will review Complete Illes beginning immediately. The starling date is nego-liable, but the new presides I will assume office no later than August 1993. All applications or recom-mendations should be sent to:

Mr. Jim Walker, Chair, Search Committee Morningside College 1501 Morningside Avenue Sloux City, lowa 51106.

Applications will be acknowledged and further Information sent to the candidate.

Morningside College is an Equal Opportunity Educator and Employer,



#### UNION COLLEGE

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# **End Paper**



The Bars Where the Blues Live

In the summer, Chicago is hot and dirty. Shirts stick to shoulders and the breeze that cools the lake shore high-rises is full of dust by the time it reaches past the El tracks on 48th Street. Wintertime, the Hawk howls up Indiana Avenue and folks quickstep from their rides, down the concrete stairs as fast as platform shoes allow, duck their hats under the low doorway into the smoky, loud, basement bar where the blues live, In every season, one dollar lifts the chain and admits the patron to within smelling distance of blues as played no place else in the world.

> "Ghetto Blues: Photographs by More PoKempuer," an exhibition of 50 block and white photographs of Chicago's neighborhood blues club will be at the Northern Illinois University Art Gollery through June 13. The text above is from the photographer's statement for the show.

Be higher education and water mix? The experience of Smits Rosado, a young woman tons a housing project in New Haven, Conn., who saved nearly 5,000 from her part-time joh for

office, suggests they do not.
The Connecticut Supreme Cunrt last roled that Ms. Rosado's mother hold repay the state \$9,342 in selfare benefitta that she had excited from August 1988 to August 1989. The reason? Ms. Rouds's savings, and \$989 saved by her younger brother, counted as family assets. Under federal law, families are ineligible for welfare if they have more than \$1,000 in usets, including children's savings. Connecticut officials said they id not agree with the law, enacted is is at the behest of the Reagan efforce it because Connecticut gets hilf of its welfare funds from the feisral government

A sookeswoman for the state's Department of Income Maintenance aid the agency hoped it could make mexception in this case.

U.S. Senators, Christupher J. Dode ad Joseph I. Lieberman, have istroduced a bill tu exempt Ms. Resido's mother from having to may the money. The two Democrats have also propos grend legislation that would ullow dependent children of parents on

"They're now allowed to work. They're just not allowed to save, sid an aide to Mr. Lieberman. Those measures may be too lote fr. Ms. Rosadu. Now 20 years old and attending South Contral Community College, Ms. Rosadu has size speat her savings on cluthing. iswdry, and uther items. She suid sst welfare officials advised her to mend all her money so her family could regain cligibility for welfare.

Welfare and higher education but also been an issue in Wyoming, where Gov. Michael Sallivan, a Democrat, has signed bill designed to curtail welfare pending on college atudents and their families.

The bill orders the state's

Department of Family Services to separament of ramity Services to sak the federal government for the right to cut off welfare benefits to clients who are pursuing education beyond an latitud bachelor'a degree. I also calls for cutting off benefits for control to the total control for o recipients who take more than four years to complete an associate degree or more than six years for a bachelor's degree—or at least to allow the state to exclude such students' financial needs when calculating their families' overall

Mary Ann Budenske, a welfare activist who received the aid herself while ia law school, said the measure would directly affect only a few people, but could discourage women from pursuing higher advention. "We keep doing things that are very coercive to women with

# **Government & Politics**

# \$1.4-Billion Shortage in Pell Grants Confounds Budget-Conscious Lawmakers and Administration

Campus officials nervously await solution as Washington vows no cut in student aid

#### By THOMAS J. DeLOUGHRY

College officials are nervously awaiting word on how Congress will deal with n deficit of \$1.4-billion in the \$5.5-billion Pell Grant program.

The Bush Administratiun revealed the

shortage last month, admitting that it had underestimated by as many as 300,000 the aumber of students who qualified for the grants in the current academic year and will be eligible in 1992-93. The news came as Congress began work on spending bills October.

Lawmakers and Administration officials have vuwed not to cut students' grants to make up for the shortage—leaving them-selves with the task of finding the money in a very tight budget. They are working under the constraints uf a 1990 agreement between Congress and the White House

that allows only tiny increases in spending. Education Department officials have not explained why their original hidget estimates were so far off the mark, but college

for the 1993 fiscal year, which starts in officials blamed it on increased demand for aid because of the recession. More people are attending college or job-training programs because employment prospects are dim, the officials said, and more students already in college have become eligible for the grants because their parents have lost their jobs.

In January the Education Department asked for \$332-million in Pell Grant funds for shortnges in the current and the upcoming neadentic year, but it now expects the deficit to be \$1.4-billion. The increase in recipients also means that Congress must appropriate \$6.4-billion for the 1993-94 acdemic year to hold grants at the current level of \$2,400 a year-an increase of \$900million over the 1992 appropriation.

# Claims of Freedom of Religion Confront States Seeking to Regulate Bible Colleges



Gana Norman Thompson of Carolina U. of ology: "We want to do what our Bible folib leads us to do and aducate ou

#### By JOYE MERCER

Ask the president of Carolina University of Theology what's wrong with most of American education today and he has a ready response: God is nowhere to be

That, in a autshell, is why the president, Gene Norman Thompson, wants North Carolina to keep its distance from his small Bible college, located in the fellowship hall of a Baptist church in Cramerton. He says state officials are infringing upon his First Amendment right to freedom of religion by telling him what programs he can and cannot offer. Any interference by the government of North Carolina violates the constitutional separation of church and state, Mr. Thompson contends, and will gradually make his university more secular.

#### A Rise in Complaints

State officials in North Carolina and elsewhere disagree. They have seen a rapid growth in Bible colleges—from 40 five years ago io Florida to 100 today, and from 5 in North Carolina to nearly 50 over the same period-with a corresp conding rise in complaints about the quality of the education offered by a few of the institutions. Problems are so widespread that those charged with overseeing such colleges



John F. Corey of the U. of North Carolina "The least we can do is change the law so that wa can say spacifically what Bibla eoliagas can do and what they can't do."

formed a national association in 1975 that meets annually to share ideas and informs-

In states where regulation of Bible colleges is weak, government officials are looking for ways to insure that students at

#### White House Approach Rejected

Even before the Education Department announced the mammoth shortage, Congress was expected to have difficulty finding money for the grant program. That is because lawmakers have routinely rejected the Administration's recommendation that they pay for increases in Pell Grant appropriations by eutting the College Work-Study program, Supplemental Edu-cational Opportunity Grants, Perkins Student Loans, and State Student Incentive

Lawmokers searching for a solution to the problem have told Administration officials that they connot drop a multibillion-dollor bombshell on Congress without suggesting ways to defuse it

Education Secretary Lamar Alexunder has suggested that Congress hold the size of the largest Peil Grants at \$2,400 n year and tighten eligibility rules for the grants. But department officials and lawmakers agree that the Secretary's suggestion will not close the gap and they are considering other ideas.

The option of paying for the entire shortage with 1993 funds would violate limits on mestic spending set in the 1990 budget

Continued on Following Page

# House Votes to Overturn Fetal-Tissue Ban; Margin Isn't Big Enough to Override a Veto

#### By STEPHEN BURD

WASHINGTON Supporters of a bill to lift a ban on federal support for research involving the transplantation of fetal tissue failed last week to gain the votes that would be needed to override a promised veto by President

The House of Representatives voted 260 148 to lift the ban, falling 12 votes shy of a veto-proof majority. Twenty-seven lawmakers did not vote.

The provision to lift the bon was included in a bill that would reauthorize the National institutes of Health for the next five

"This is very disappointing," said Kenneth J. Ryan, a professor of obstetrics and

gyaecology at Harvard University's medical school. "This means that the country is going to continue to neglect the needs of patients who could beaefit and is going to let important research not go forth.

#### Top Goal of Researchers

The bill, a compromise version of meosures previously approved by the House ond Senote, would also make it more difficult for the government to block NIH studies on sexuality.

Lifting the fetal-tisaue ban this year has been a top goal of biomedical researchers, who complained that it Impeded crucial research and amounted to political interference in the scientific process. They said

Continued on Following Page

says Betsy Tudd, an instructor of

nursing at the College of Mount

Saint Vincent and a member of the Medical Research Modernization

Committee, a group of health pro-

fessionals who question the rele-

vance of much of today's medical

research and generally oppose the

"They are trying to find experi-

ments to justify having lots and lots

of expensive animals," she adds,

"If AIDS wasn't the disease of the

day, the regional primate centers

would be telling us how important

the animals were to sudden infant

death syndrome studies, or what-

ever disease in causing the most

that the animals that the centers are

using to search for a vaccine for

Atos are too unlike humans with

the disense and therefore may not

Primate-center officials say they

ore doing important work that will

lead to the discovery of an AIDS

core ond a greater understanding of

ters' directors, do admit that the

Dr. Gibson of the NIH says there

no firm evidence that results

from the animal models "are trans

ferable to humans." Chimpanzees

have been infected with HIV-I, the

virus strain that scientists believe

leads to Alos in the United States

but do not develop atos. Other monkeys have developed viruses

that resemble but are not identical

to HIV-1. He says, however, that

more promising" model—a ma-caque monkey that has been infect-

ed with HIV-I and that has been to

show early symptoms of Atos.

that significant biological differ-

ences between primates and peo-

ple make vaccine safety tests on

nnimals useless, Mr. Gerone of the

rumans is "the only othical thing to

He adds: "Once we've prove

that a vaccine can work against

a monkey virus, then we will hav

to prove that the same vaccine

will also work with urv in humans.

But at least we will not be atum-

trying vaccines we know aothing

prefer to solve the problem in the

shorter term, but in a way that

would not devastate other educa-

tion or health-care programs. They

pointed out that Congress had bent

its budget rules in the past to pro-

vide assistance to failing savings

the disease. But some of the cen

be helpful in the quest.

models are "imperfect."

Models Are 'Imperfect'

Critics of the centers also say

use of animals in research.

# NIH Regional Primate Centers Hope Reauthorization Means More Money

By STEPHEN BUILD

Officials at the National Insti lutes of Health's seven Regional Primate Research Centers hope that provisions in the MIII remutho rization hill will translate into more money for them to build new facilities and improve existing ones.

The hill calls for the distribution of federal funds, to be matched by private money, for the construction and renovation of the centers' laboratories and animal-breeding and support facilities.

Built in the early 1960's, the Regional Primute Research Centers are affiliated with major research institutions across the country: Emory, Harvard, and Tulane Universities; the Medical Research Foundation of Oregon; and the Universities of Washington, of Wisconsin at Mudison, and of California at Davis.

At the centers, core groups of scientists try to replicate human diseases-such us hypertension, thrombosis, colon cancer, Parki son's disease, and AIDS—in the primales to learn more about the ailnicits and to develop ircuments

Because the high cost of mon kcys and chimpanzees prevents most universities from having enough primates to study, researchers throughout the country come to the federal facilities. In all 233 scientists representing more than 300 universities and research institutions made use of the cen-

#### 10.000 Specimens

In addition to on-site research. each year the centers provide laboratories across the country with more than 10,000 specimens of entire organa, cell and organ tissues, hlood specimens, and bodily flu-

Lnst year the centers' budget was \$37.4-million

Scientials say the centera are essential to biomedical research be- for a variety of afflictiona. cause they serve as national repositories of primates, the closest anileaders have argued that the use of mal relatives of human beings. fetal tiasue from abortions would Animal-rights supporters, howevencourage women to have more abortions. The President recently ters rather thun improva them. signed an executive order establishing a fetal-tissue bank for tissue work at the centers, saying that dif-"from ectopic pregnancles and ferences in the metabolisms of priapontoneous abortlona. mates and humans muke it unlikely that studies conducted at the can- thought in recent weeks that they ters will produce information that

might be oble to override a veto when some Republicans and ontlis essential to the cure of people abortion lawmakers axpreased Showing that they play a central role in solving human health probaupport for the bill. In the final lems may be a key to the primate vota, 43 of 159 Republicans voted centers' future. Congress must still to lift the ban, while 32 of 248 Demdecide whether to deliver on promocrats voted to keap the ban. ises made in the reautho 'Brain-Stealing Activity' bill to give more money to the cen-In the end, though, anti-abortion

#### 'An Engrasous Pressure'

supporters had enough votes in the House to back up Mr. Bush. Rep. The centers' directors and re-Christopher H. Smith, o Republican from New Jersoy, said the scarehers say that they desparately need the money promised in the re-President's order to establish o tisauthorization bill because 30 yanrs aue bank was much preferable "lo of use have taken their toll on the the brain-sucking, brain-atenling activity" of transplanting tlasue Dos C. Gibson, director of the from fetuses from induced abor-

Regional Primate Reaearch Cen- tions. ters program at the NIH, says:

Petar J. Gerona of Tulene U.'s primate canter: Testing vaccines on enimels batora humans is the only athical thing to do."

Batsy Todd, an animel-rights advocate: The cantars "are trying to find axpariments to justify having lots end lots of expansive animals."



ported at the center four to five times. Yet, we have not been sble to increase our space. This has obviously created nn enormous pres-

The centers must also comply with animal-welfare regulations set out by the Agriculture Department ducted there. that require researchers to improve

The President and anti-abortion

Proponents of lifting the ban

"From 1974 to now, we have increased the number of grants sup-

the psychological well-being of the

ry it out.

primates. The regulations have led Peter J. Gerone, director of the Toto costly changes that include en- lane Regional Primate Research larging the animals' cages.
Luwmakers responsible for re-

authorizing the Nttt agree that the devoted to A105. situation is serious. The Senate resays: "These facilities can nu longer niect the needs nor requirements of the bionicdical research community. The lack of construction au-thority and accompanying funds have resulted in overcrowded, aging facilities that need renovation and expansion '

The bill would require the NIH director to divide among the centers \$7-million a year from 1993 through 1996. The money would come from a new grant program for building and maintaining biomedical research facilities.

The controversy over the centers has focused on concerns about their research agenda and the necessity of some of the work con-

tion bill because of the costs to car-

final bill would authorize \$3-billion

wants. They particularly criticized

a proposed research-facilities pro-

gram. "We cannot vote for this at a

Center, says that 60 per cent of his center's rescurch program is now

The seven centers' Alos budget port on the renuthorization bill has increased by 14 times since 1984, from \$884,000 tu \$12.4-million in 1992, while core support for the centers has remained virtually flat. Mr. Gerone snys this has led to the "abundonment" of some other "valuable" research programs in such areas as the biochemistry of genetic diseases and atudies in the neurosciences.

"The atos research, while it has been very good for the primate centers, has had the negative effect uf taking resources away from much more diverse areas of primate research," he says.

#### 'Playing on the Public's Fear'

Animal-rights aupporters and other critics say the centers have used at os to justify the existence of Research on Atos takes up much the primate program. "The centers

House Votes, 260 to 148, to Overturn Fetal-Tissue Ban Continued From Preceding Page the Itsaue could be instrumental in developing treatments and cures developing treatments and cures could not vote for the reauthoriza-Tulane primate center says that testing vaccines on animals before

Rep. Henry A. Waxman, a Democrat from California and the lead-Those representatives said the er of the House fight to lift the ban, said Representatives were using more for the NIH than the President the money issue as "another ruae, another excuse to keep us from lift-He added: "As a result, research when we must work to bel- will atop and people will die." about.

# Pell-Grant Shortage Confounds Lawmakers and Administration

pact. Such a violation would trig-ger an across-lhe-board cut in all

The idea of spreading the cost over several years is more popular on Capitol Hill. Following such a scenario, Congress would cut some programa and add some new money—parhaps \$200-million or \$300-million—to the 1993 budget and take the rest of the money needed for the shortage from funds intended for the 1993-94 academic year. Lawmakars would continue the practice in subsequent years by dipping Into the 1994 budget to fin-

anca grants for 1993-94, and so on. om refuses from memore accomply minds after the control of the spending limits in the 1990 budget on the control of the contro Some policy makers like the Idea

Continued From Preceding Page pact, it would not involve cutting education officials said they would grants, and it would not force Congress to make large cuts in other lar programs

College officials any paying off past debts year after year would make it impossible for Congress to increasa the size of grants for a

### Hoping to Bend the Rules

"You're talking about reduced benefits for incoming students because Congress Is having to usa part of the funds to pay benefits for a larger-thao-expected number of current recipients," said Becky H. Timmons, director of Congressional liaison for the American Council Ms. Timmons ond other higher-

and-loan associations.

David Baime, director of educ tion funding for the National Association of Independent Colleges and Universities, said one way of skirting the budget rules would be for President Bush to request as "emergency" appropriation for the Pell Grant program. Mr. Bush

made such a request to wia funds for riot-torn Los Angeles. "We feel that this merits an emergency designation," Mr. Baime said.

farmarks Seen Helping Colleges Hold Down Overhead Rates

carmarks-derided by the Admin-

istration and some scientists as

"pork burrel"-may uctually hold

sity had three pussible ways to fin-

with gifts and other non-federa

per cent. But if Congress directly

appropriated the money, the uni

versity could actually reduce its

rate slightly-by less than half of a

A 5-point increase in the rate

could drive up the government's

overhead bill by about \$3.63-mil-

crease the government's bill by

Even the slight decrease in the

rate could still net the university an

increase of about \$1.08-million in

overhead pnyments. That'a be-

government negotiators would in-

sist that the new rotes would be

based on the assumption that the

new building would result in the

university's conducting n larger

The analysis was directed by Greg J. Baroni, a partner at the

company whu is in charge of the

services the firm pruvides to col-

New buildings have an even

greater impact on the overhead

rates of institutions that have a

snudler research base. That makes

the incentive fur them to seek Con-

gressinnul earmarks even greater.

The While House Office of Man

agement and Budget has orgued

that the proper role for the govern-

scarch facilities in neither Congres-

leges nor a new competitive

program, but continued reliance on

Mr. Baroni and other overhead

experts, however, say the federal

officials who actually negotiate

overhead rates are becoming less

and less willing to set the rates

high enough to cover the full costs

of new or updated research space.

those costs, but then reduce the

rate for other kinds of expenses.

possible to continue to keep rate

elining," Mr. Baroni says.

Stricter Interpretationa

They may, for example, approve

"They are seeking any means

overhead reimbursements.

ment in renovating campus re

sional carmarks for individual co

amount of research.

leges on federal grants.

lion a year: a 2-point rise could in

about \$2.33-million a year.

sources, the rate would rise to 52

own overhead rates

Effects of Borrowing

By COLLEEN CORDES WASHINGTON

he government's current hard mont increases in overhead ests given colleges a new ingise to seek money directly an Congress for research build-

He study found that a typical narch sniversity could raise its indeed rate significantly if it print money or using its own ional carmark, the study ed the overhead rate could de

the slightly. pilo real that helps about a dileges manage their federal gets, did the sludy in response to moter's question. The analysis hased on a hypothetical instiin with sa overhead rate of 50 can (about the national averand \$50-million in federal vey for which the institution a sigble to receive overhead

ha amount would put the instiin about halfway down the list fits top 120 recipients of such

Ante of 50 per cent means that a insity can receive up to 50 Think the downward

musure on Indirect-cost vies will cause minuties to look

new directions for finding for facilities."

Afterny dollar it gets for costs andy related to particular reethanierte.

hthe wake of the recent scandal en kading universities' including reper lams in their overhead institutions are under intense Music from Congress, the Adis to hold down the rates they the government for the ornead costs of research.

#### Cat of Renovations

Ermarking relates to overhead this because the biggest factor thing overhead rates up is the od of renovating and expanding Entenie research facilities. Fedrel rules allow universities to dargethe government, over a long the, for the depreciation of their

Tothe extent that construction is Greely supported by the federal ment, however, universities te not allowed to charge for depre-

And since they didn't have to mow money, they have no intertil payments to pass along, either. That means the overhead costs that te universities can charge to the bis creates a situation where

calls, the institution had estimated that a new building would add 10 percentage points to its overhead

Government negotiators, how ever, allowed the university to add only about 5 points to its rate. That menni the university would actual ly collect an additional \$1.25-mil-In the cuse created by Kipso Pent lion a year in overhead nayments-Marwick, the hypothetical univerabout half of the increase it had calculated it would receive because of ance a new \$40-million building the new building. Winning conand \$4-million of equipment for it: borrowing muney, using gift or enavoids that kind of risk.

'I think the downward pressure downent money, or obtnining a on indirect-cost rates will cause universities to look in new direct The study found that if the unisays Ralph E. Powe, vice-presi dent for research at Mississipp versity borrowed money, its overhead rate would go from 50 per State University. "And of course, cent to nearly 55 per cent. If the institution financed the building marking, in some cases."



one of those directions will be ear- Grag J. Baroni of KPMG Peat Marwick. The government is "eaaking any maens possible to continue to keep retas declining."

| Status or                                   | Federal Legislation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                      |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| As of 8 p.m. May 28,                        | 1992. Beld type ladicates changes since April 9, 1992.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                      |
| LEGISLATION                                 | MAJOR PROVISIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | STATUS                                                                                               |
| Bedget cets<br>HR 4990, 5 2403              | COMPROMISE BUL: Would allements \$3.348-million in earmarks for solings<br>projects in Seals 1982 appropriation bills. World grant the Secretary of De-<br>fense the arthority to decide wisefur the Pentagins should provide \$315.5-<br>million in saments for 30 university-based research projects. Would cut the<br>National Science Foundation's 1982 season's bright by \$2.7-million. Would cut<br>the National Institutes of Health brought by \$2.67-million.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sent to<br>the President                                                                             |
| Copyright<br>HR 4412, & 1035                | BOTH BILLS: Would change federal copyright law to make it easier for scholars to<br>quote from unpublished documents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | HOUSE Approved<br>by subcommittee<br>March 12, 1992                                                  |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SENATE: Passed<br>September 27, 199<br>S Rep 102-141                                                 |
| Education research<br>HR 4014, 8 1275       | Research and Improvement. Would prese new programs to dissentance and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | HOUSE: Approved<br>by committee<br>May 20, 1992                                                      |
|                                             | HOUSE BULL Would greate a board to set research priorities for the boucation operational.  SENT-Bull Would create a board to sibiles the Education Department on research seuses; Would create few programs for research on education in other realising and for exchanges with hallows in Contral and Essient Europe.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SENATE: Approved<br>by committee<br>Merch 18, 1992<br>S Rep 102-289                                  |
| international<br>exchaege<br>HR 3215        | HOUSE BILL. Would enthorize \$20-million in new federal spending on educational and research such angles between Arriericae and Latin American sollinges and universities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | HOUSE: Approved<br>by subcommittee<br>May 19, 1992                                                   |
| Jeb training<br>HR 3088, \$ 2085            | #AOTH BILLIS Would alter, the Abb Trining Pertnethip Act by providing more<br>reprint of education and told relating for prophy two, nor the most disavera-<br>ceptif. Would find job mining programs supported under the ent to starte and<br>federal efforts to reform the welform system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | HOUSE Passed<br>October 9, 1991<br>H Rep 102-240<br>SENATE: Passed<br>April 9, 1992<br>S Rep 102-264 |
| National Institutes<br>of Health<br>HR 2507 | Obsertion(SE III.) While insufactor the Netional Institute of Health. Would it a too implaced by the Administration on Netional support for leastern Involved to the Administration on Netional support for leastern Involved the Invansibility of feet Inputs, Would about the Statistics of Section of Section 1 and Section of Section 1 and Se                                | House pessed conference report                                                                       |
| National<br>Science Foundation<br>HR 2262   | Represented for the years of meaning the formation in under cellular for finest<br>applicable in presenting representation level of \$2,725 whither. The amendmental<br>posterior filters with \$450 million to present the supplementary processing representa-<br>tional size of filters with \$450 million to present the applicant compression processing, secur-<br>ted that and title to \$850 million to edit a new program, for presenting, source<br>and the size of the<br>size of the size of the<br>size of the size of the<br>size of the size of the<br>size of the size of the siz | July 11, 1991<br>H Rep 102-131                                                                       |
| Research facilities<br>HR 2407, B 544       | OOH MILE Visible insight is attribute attribute to a requester, storifying a new are possible on property of the control of th                                | H Rep 102-498<br>SENATE: Pessed<br>October 18, 1991                                                  |
| Science education<br>HR 2986                | House più a Would auritinati mel proparti est de Net de la Science i portificio<br>proporti della reconstrucció a Sa chillor amento, la provide granti se dominante<br>el proparti della tropiata del superiore.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HOUSE: Approved<br>by committee<br>April 2, 1992<br>H Rep 102-508                                    |
| Student eld<br>HR 3553, & 1180              | Hollweit - Vertic anniholos (br. Hathal Sacientin), vois for Helphanist, Legul,<br>regular characteristic consideration distriction himself 2000 for transmister in<br>produce the anniholos and consideration of the consideration of<br>local vertical anniholos and bibliographic of a disease anniholos anniholos anniholos and bibliographic of a disease anniholos advertised anniholos                           | In conference                                                                                        |

escent facilities and for the costs operating and maintaining them. They can also bill the governtent for the interest due on any toney that they borrowed for the

Part of the change is simply stricter interpretations of the rules in response to the seandal. But it also seems to reflect, some experts on overhead say, increasing expec tations on the part of the government that universities pay a jarger share of overhead costs them selves.

At one university, Mr. Baroni re-

# States Seek More Regulation of Bible Colleges

Continued From Page A21 the colleges and those who later dence in the degrees that the insti-tutions award. But the oversight issue is rarely raised until complaints about a particular institution are made. And when Bible-college says that state officials need more oversight comes up, officials say they do not always have support

from lawmakers to toughen state

Since 1991, Carolina University of Theology has been offering classes that Mr. Thompson says prepure students for careers in the ministry, religious education, and counseling. The school is fighting North Carolina's attempt to learn more about its programs and alum-

"The only problem I have with state regulations is that the state hus a tendency to relegate Gud in a niythical identity," Mr. Thompson says. "They can't prove that He exists, and that athicks our basic ties through powers vested in it by fuith. We do not won! In be regulated by the state. We wunt to ske what our Hible faith leads us to do und

#### Degrees in Biblical Studies

The Carolina University of Theand doctoral degrees in several subjects, including Biblical studies and counseling; enrolls about 100 atudents; and charges tuition of \$1,200 a year. The courses, some of which are offered through the mail, are taught by 12 professors, including Mr. Thompson and some church pastors.

students can get through the proknowledge gained from years spent needed. in a particular line of work, for in-

Stattee. "We are not a diploma mill mean he may ask for information and I'd be willing to stack our edu- about the colleges and their proemploy graduates can have confibody else in the state," he says

John F. Corey, associate vice president for planning at the University of North Carolina system, control over colleges like Mr. Thompson's to make sure students are earning decrees and not simply buying them. The university system licenses colleges and universi-

"We exempt no one.

I know the Bible, and

no place in the Bible does it say that

anybody has the right

to grant degrees."

the General Assembly in the 1970's. Bible colleges are exempt from that requirement, ulthough educate our students based on the enlleges must upply for the ex-

"The least we can do is change the lnw so that we can say specifi-cally what Bible colleges can do ology grants bachelor's, master's and what they can't do." Mr. Corey says.

To be licensed by the university system, a postsecondary institu-tion must meet several "minimum standards" relating to programs, facilities, faculty, financing, organization, and student services. Programs leading to religious vocaas are not subject to those crite-Mr. Thompson admits that some ria. Although the institutions must prove "to the satisfaction" of the grams in a matter of months, but he UNC Board of Governors that they says that is because credits can be should be exempt, the regulations awarded for life experience—the do not say what proof—if any—is

rogams in North Carolina, most have exemptions, or exemptions

are accredited by agencies recog-nized by the U.S. Department of Education or the Council on Postsecondary Accreditation. Without grams, including lists of graduates accreditation by recognized agennnd course calslogues, to deter-mine whether they are legitimate. cies, students do not qualify for federal financial aid. While colleges do not have to be He also has asked some colleges to change the names of courses and degrees that sound secular to reflect their religious orientation. But

Mr. Thompson says the state's reg-

ulatinns do not give Mr. Corey that

unthority. In addition, Mr. Corey and other

UNC officials say that some of the

guidelines for licensing non-reli-

gious private institutions, particu-

Inrly those that require them to be

dence of financial stability, should

Carolina University of Theol-

corporate entities and show evi

apply to Bible colleges as well.

ogy, whose soswering-muchine

message refers to it as "Carolina

University," has had exemptions

for some programs, but the state

Altorney General's office is inver

tigating the school for offening,

without the exemption, a Ph.D.

program in Christian counseling

nnd paychology. Mr. Thompson,

If the school continues to offer

the program, the matter could wind

up in court, says Thomas J. Ziko.

special deputy Attorney General in

John S. Freeman represents Car-

olina University and two other Bi-

ble colleges in North Carolina that

are seeking exemptions for all of

tends that officials are "overstep-

ping" their authority and coming

precanously close to crossing the

line that separatea church and

Of the 50 Bible colleges that offer

he education section.

'Overatepping'

however, says he already has ar

exemption for the program.

accredited to be licensed or exempted in North Carolina, Brian C. Donley, president of John Wesley College, says accreditation insures a ressonable level of quality. That assurance is particularly important to Bible colleges, which skeptics

src pending. But fewer than hulf

"The only problem

I have with state

regulations is that the state has a tendency

to relegate God to

a mythical identity."

have often thought of as "glorified

Sunday achools," he says. "You want to insure that the quality is there for the student, and there has to be some kind of way to establish whether the person is getting what they're paying for," says Mr. Donley, whose North Carolina college is accredited by the American Association of Bible Colleges

and is cited by state officials as a reputable Bible college. "I would hate to see us get into the diplomamill business here."

Carolina University of Theology is not accredited by AAAC, Mr. Thompson says, but is affiliated their programs. The lawyer conwith the Accrediting Commission International of Schools, Colleges. and Seminaries, an Arkansas body that is not recognized by the federal government or the Council on secondary Accreditation.

Officials in several states say the commission is the same one that operated in Miasoun' several years ago, calling itself the International Commission for Schools, Colleges, and Theological Seminaries. That group was barred from further ac-tivities in the slate after a "sting" operation by Missouri's Attorney General revealed how easily a fictitious college could gain accredita-tion. But John Sheels, president of the commission, denies that it is the same agency, although it has many of the same members.

#### Argument Called Irrelevant

Many educators-Including some involved in religious education-say it is appropriate for states to increase their regulation of Bible colleges. Snya the Rev. Jim Waita, execu-

tive director of the Association of Theological Schools in the United States and Canada, which accredits graduate programs in theology at 180 lastitutions: "I think the state has a responsibility to protect the public, I don't think the argument of separation of church and state is relevant in this type of altu-

Warren D. Evans, accreditation specialist with the Pennsylvania Department of Education, agrees. "We exempt no one," he says, and adda: "I know the Bible, and no place in the Bible does it say that anybody has the right to grant degoing to do then?"

Govarnment & Politica

An 1898 Pennsylvunia law requires that any college, university. seminary, or institution that awards credits and confers degrees must be licensed by the state. Tu be licensed, institution se veral criteria, including having at least eight full-time professors and an endowment. They must also

Exercise of Responsibility'

"Our biggest problem is people who come in from North Carolina Florida, and elsewhere who think they can do the same thing here that they do down there," Mr. Ev. ans says. "Without our law, all kinds of substandard situations would prevail."

Gilbert A. Peteraon, president of Lancaster Bible College, says Pennsylvania's requirements have not limited his institution's reli-"I think the requirements are an

exercise of the state's responsibil-ity to protect the public," ssys Mr. Peterson, an ordained minister sad member of the board of the American Association of Bible Colleges. "If you're offering services and taking money from the public, you do put yourself under some abliga-

John A. Owston, a Tennessee minister who has written article for Christian publications about what he calls "theological dinlom milla." says states need more now er to regulate what goes on at some Bible colleges.

"When a person claims to have a certain degree, it is perceived that this has taken some time and a lot of effort to attain," says Mr. Ow-ston, who attended Kentucky Christian College and Emmanue School of Religion, "I don't think the government should have total control, but I worked hard getting my education, and it aggravates me that there are people that can, with money and with minimal work, get

Sandra L. Knight, associate director of Florida's Board of Inde pendent Colleges and Universities, agrees that more oversight is need ed, especially changes in the law that would give the board power to regulate the names of degrees that Bible colleges offer. "But the difficulty comes when you try to put the 'religioua' diploma mills out of business and not affect the legitimate schools," she says. "It's very difficult to eraft language to do that."

As in North Carollaa, Bible colleges in Florida are exempted from licensing.

"The legitimate people who run legitimate colleges cannot comprehend that someone would hide behind the cloak of religion and use it to defraud people," Ms. Knight

says.
She sometimes asks religious collegea for catelogues and other information to determine their validity. But ascertaining course content can be complicated The trouble ia, even if the cate-

logue ia full of things we say are accular, they can claim it isn't, and there are no teeth in the law," ahe says. "My concern is, suppose one of these exempt Institutiona that we can't do anything about decides to give an M.D. degree and ealla it 'religious medicine'? What are we

#### STATE NOTES

- Head of New Mexico student-loan agancy quits after sudit Iniversity of California system toughans its residency rules Alaska ragants approve raorganization of rural-campus systam

some other categories of non-resi

the new rules.

dent students are exempted from

The new residency requirements

are designed to increase revenues

for the university, which is facing

cause of auticipated lower levels of

state support. Revenues are pro-

significant budget reductions be-

da Merrett resigned as before they are eligible to pay resident the New Mexico dent fees. Graduate, married, and officials and Mulloud Assistance Formmist mooth after an audit med up thousands of dollars litures be had authorel is travel, entertainment,

nd lobbying. The foundation, a semi-nuturnogos state agency that muninges grint leans, provides money to antending New Mexico

The audit, by a Santa Pe acgenting firm, was muthorized by in after members questioned are expenses. It listed neurly um in expenditures over a tre-year period, according to the oriated Press. Mr. Merrett deand to comment on the report. Boold W. King, state treasurer of chairman of the foundation's sed confirmed that a report had un done but said he did not low if it would be nflicially reand After board members regred the report, they agreed Mr. Merrett that his contract said not be renewed when it ex-

ries en June 30. The Associated Press said the reat stailed more than 30 out-ofme trips taken by Mr. Merrett of other foundation staff memm ischeding one to Haiti, with fare and car-rental costs totaling 11,000. Also listed were 35 stays thatels, including a \$1,124-tab at h Waldorf-Astoria in New York By, and contributions totaling 1500 to the Santa I'e Celebrity Sti Classic.

Also revealed was an agreement te foundation had with a universiy in Hall to be the university's cal agent. While the board has Misleyd that the contract was ingroper, Mr. King said the direc-ter should have been made aware (i) He also said that while the fundation had been poid \$300 a touth according to the contract's tems, that amount probably fell fer short of reimbursing the founation for staff time.

Although some of the expendibees may not be in line with the tale's mileage-reimbursement and perdiem regulations, Mr. King desnot expect criminal charges to

The University of California imposed new residency ules that will require most ou of state students to pay much higher non-resident feen for a period before they qualiy for lower fees paid by Cali-

Non-residents pay a total of 10,185 for the first year at one of the university's nine eampuses. but can qualify for average resident ites of \$2,486 after one year of en

Under the new rules adopted by he university's Board of Regents lest month, non-resident students will be required, starting in 1993, to pay the higher fees for three years

under the direction of the University of Alaska at Fairbanks. The 1987 budgets. reorganization, which tank place amid severe state hindget reduc tions, provoked heatest complaints Briefly noted from rural educators that services to the students were being unfairly

college's departments of education and behavioral sciences will come as an alternative to the state's preunder the direction of Fairbanks campus's College of Liberal Arts. In addition, the rural campus's cross-cultural education and ruraldevelopment programs will now report directly to the chancellor of the Fairbanks campus.

moving one level of administra-The division was formed from jected to increase by \$6-million in rural community colleges in a 1987 tion-a dean of the rural collegethe rural campuses would gain raise their prices. 1994 and up to \$20-million by 1997 cost-cutting measure and placed

The University of Alsska

Board of Regents has approved

five-campus College of Rural

Alueks, most of whose students

are Alaskan natives.

a reorganization of the system's

more control over programs and

 The State of Michigan has begun selling tax-free honds aimed at families saving far college. The bonds, which will be said for as little as \$300, are being promoted

paid-tuition program, which has been suspended while officials deeide if its continuation is feasible. · Voters in Campbell County, Wyo, have rejected a proposal to create a new community-college district with authority to levy prop-College officials said that by re- erty taxes. Conf-mining companies opposed the nicusure, saying the higher taxes would force them to

---PELLER MONAGUAN

# Performance Class By Itself

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\*As of Agril 30, 1992. For more complete information about Fidelity mutual funds, including free and expense all for free prospectuses. Read them corefully before you invest or send money.

# WASHINGTON ALMANAC CONGRESSIONAL HEARINGS Since changes frequently occur with little advance natice, it is advisable to check with committees on or near

the hearing dates. HOUSE OF REPRESENTATIVES

Technology pniley, June 3-4. Hearings on its 339, the Nntlonni Technology and Compellityenose Aci, which would increase budget authority for its Mattonio Selence Foundation'n academic Incilitien promum and control of the Nntlondi Selence Foundation'n academic Incilitien promum and control of the Nntlondi Selence Foundation of the Nntlondi Selence Selence, Space, and Technology State Selence, Space, and Technology State Onzamitic on Technology and Composition of Technology and Compo

elesommunications. June 17. Hearing on applications of telecompunica-tions technology for educational pur-poses. Cominel: Senato Commerco, Science, and Transportulion Subcom-mitteoun Communications; 1202) 224-

NEW BILLS IN CONGRESS

Copies of bills may be obtained from Representatives (Washington 20515) ar Senators (Washington

HOUSE OF REPRESENTATIVES Breunt-nenner reneurch. Mr. 5156 would, in part, nuthorize \$300-million for fiscal 1993 for breast-cancer re-search at the National Concer Insti-tute and cetablish a scholorship pro-

SHINGTON ALMAN

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# Aims Community College has returned a gift to a donor who insisted that the money be used for scholorakips limited to white

Three years ago, Ruth Junios Youder gave Aims \$10,000 to set up a fund that each year would award \$1,200 to a woman business student. At the time, Ms. Youder suggested that the recipient he u white woman. But last February Ms. Youder deniunded that next year's award go to a white student, Ms. Youder

Officials at the Colorado college asked Ms. Youder to drop the stipulation because it limited the award to a particular group. (Members of minority groups, largety Hispanies, make up about 19 per cent of Ainis's 19,000 students.) But Ms. Youder refused.

Then a Hispanic student charged that the stipulation was discriminatory. In a special niceling, the Aims Community College Foundation decided not to limit the scholarship, and Ms. Youder later demanded her money

"It really hoils down to what the low states," u college spokesman said. "And we felt it would be mos appropriate to go with what our attorney said and give the money

When atudents buy a Pepsi at Pennsylvania State University this summer, they'll be doing more than quenching their thirst.

The Pepsi-Cola Company and Penn State have signed a deal expected to bring the university \$14-million over 10 years for facilities

and van ous programs.
Under the plan, Penn State will give Pepsi exclusive rights to coreboard advertising in Beover Stadium and in a new neademie one othletie events center that Pepsi will help build. The soft-drink company will have exclusive rights for morketing its products on Penn State's 21 campuses. In addition, it will manage vending services at the main campus. In return, Penn State will receive \$14-million from the company's sales on the campus.

Penn State officials plan to put about \$6-million of the money the nearly \$54-million cost of the new events center. The university pluns to raise on odditional \$14million, and the Commonworlth of Pennsylvnnia is providing \$33.8-

The university will also pump \$6nullion into scholarship programs, university housing, vending operations, and o new stadium scoreboard. The remaining \$2million will support the university's cultural center, libraries, and other

needs on the compuses. Penn State officials say the partnership may be the first to join fountoin sales, vending operations, and athletic sponsorship at a

"It's a business arrangement," o university spokesmon said, "But it's going to generate reveoue that can be used for philonthropic purposes.

# **Business & Philanthropy**

# In Tough Times, Some Colleges Find Conservative Management Pays Off

A few private institutions have avoided the cutbacks that have crippled many others

HILE most uf private higher education is struggling with financial difficulties, a few colleges and universities are going against the trend

They have avoided the layoffs and cuthacks that have crippled many others. They have seen their endowments grow, private giving increase, and enrollments remain sleady or even grow.

How are they pulling it uff?

Each cumpus is diving it differently, but a commun theme cited by many cullege ufficials is conservative mitmigement. That, they say, covers everything from how colleges invest their endowments to how much debt they take on to how they add new academic programs and positions.

Many of the colleges that are now doing well avoided the excesses of the 1980's, choosing to grow cauliously and selectively, if at all. When they did add new academic programs, they followed an idea that has gained increasing acceptance: They grew by substitution-building some programs while scaling back others.

A common problem cited by college officials loday is the past addition of too many administrative positions, a dilemma many call "administrative bloat." Institutions

that didn't add large numbers of new staff and administrative positions seem better positioned financially, the officials say.

Lynn A. Brooks, vice-president for finance at Connecticut College, says: "Some schools have really increased staff and faculty, and that's whal they'll cut first. We don't see that we have that option. We're already very lean."

In some cases, colleges that are now on sound fiscal footing went through a mild refrenchment several years ago. Hard times forced them to develop a strategic plan, and they stuck to it. Often the plan is championed by a president with a strong management style, a situation that has been known to cause some concern among faculty members.

Yet having a coherent plan gives a college disciplinethrough good limes and bad, college officials say.

"By not assuming that the good times today are going to be good times tomorrow, you give yourself a cushion, says Marilyn McCoy, Northwestern University's vicepresident for administration and planning. "Now there are certain financial pressures that could come along that could be very severe for us as well, but we can take the slight knocks because of the cushion."

-LIZ McMILLEN AND JULIE L. NICKLIN

of the institution's most prominent w make up a financial brain trust atzoilege's Board of Trustees, gninling 's investments and managing

#### penire levestment Tipa

going as chairman is Robert A. Day, point the Trust Company of the West, Sheeneges more than \$20-billion in incineds. Mr. Day, a member of the miles investment committee, hus prodelseveral lucrative investment tips to

Ms on the board nre Robert Lowe, mident of Lowe Enterprises Inc., a realste development and management comor and Henry Kravis and George Robat the founded Kohlberg Kravis Robis & Campany, a firm known for its spessive strategy of bankrolling buyonts hare corporations.

Seps Mr. Stark: "This is a board that ting together a high degree of sophisticawith the investment world."

After graduating from the college in 107, Mr. Stark spent three years in the bring Corps. In 1960 he went to work in ix offege's alumni office and suon bean involved in long-range planning and high. Although he doesn't have a an Mr. Stark became the college's resident in 1970, when he was 36.

kia K. Roth, u philosophy professor holes been at the college for 26 years, of the president in "superb manager. lle les taken this collège from a goud ating and put it on the mup," Mr. Roth 198. "If there's u criticism, it's that Jack ishis manage top down." Even so, Mr. khays, faculty members see Mr. Stark apresident who is open and accessible

#### spealization Encouraged

As member of the Clurement College lustian, Chremont McKennu enjoys n misual—and efficient—arrangement th other institutions, by addition to bremont McKenna, the consortium indesthe Claremont Graduate School and Burey Mudd, Pitzer, Pomana, and

Each college offers u particular curricube that complements the others, un arageneat that encourages specialization ad words duplication. Students often ecourses at several of the member colkirs, Together, the colleges enroll about 100 students and cover about 300 acres. Because of the economies of scale inwind in uconsortium, most of the Chareand colleges are prospering despite the Mission. Pomona College, a liberal-arts issilution, has increased its endowment to 124 million, from \$45-million, in one dec-Mr. Harvey Mudd, which offers a specialted carriculum in engineering, science, in in thematics, expects to raise \$70 milion it a capital campaign that opened in

#### **Builthy Competition**

The colleges share facilities and stoff embers as well as a healthy spirit of com-Millon, says Frederick M. Weis, Chare-Bont McKenna'u vice-president and treasrer, "You ean pick up the phone or walk teross the street and find out how they're ong," he says, "You're not the only indi-idual college treasurer within 500 miles." As a young college—it will celebrate its Mth anniversary in 1996—Claremont Me-

Kennu has virtually na deferred mainte nance on its buildings. But its youth does put it at something of a disadvantage where fund raising is concerned. Wealthier institutions have built up their endowments thunks to the bequests of well-heeled alumui. The oldest alumni of Claremont Me-Kenna are in their late 60's.

"If you're old enough, maybe you can rely on wills and bequests," Mr. Stark says. "If you're not, you have to hustle."

So the college developed a variety of deferred-giving plans to allow donors to make a gift to the college while still receiving income from their assets. Twenty-five per cent of the college's private donations each year are in the form of deferred gifts.

The college advertises its deferred-giv-

ing programs in several publications, including The Wall Street Journal and Smart Money. The vast majority who respond to the ads have no ennnection with the college, says Jon Keates, the vice-president for development, "We're obliged to go outside our alumni group," he says.

#### Best Fund-Raising Year Ever

Althaugh other colleges are seeing declines in private giving, Claremont Mc-Kenna is enjoying its best fund-raising yeur ever, having netted \$16.7-million by the end of April, well heyand its \$10.5-million

The college's investments are recurding similar growth. Mr. Stark likes to cite the fact that the college's figure for endow-

ment-per-student has more than tripled in seven years; to \$175,000 in 1991, from \$54,000 in 1984.

Nearly 80 per cent of Claremont Me-Kenna's \$153-million endowment is internally managed, guided by Mr. Stark, Mr. Weis, and several of the college's trustees. Claremont McKenna has some of its endownent in leveraged buyouts and other risky investments, but it has tended to avoid real estate, which lately has proved to be a drag on institutional investments.

In less than 5tt years, Claremant Mc-Kenna's endowment has grown to be one of the lurgest of similarly sized colleges. Mr. Stark chalks that up to a happy confinence of events. "Our strategy paid off. And then there's luck."

# Connecticut College's Strategic Plan Helps It Stay Lean and Mean

Several private colleges and universities in Connecticut have been forced to take measures-some of them drastic-to balance their budgets: Yale University is trying to cot its academie budget by 5 per eent. The University of Bridgeport has accepted u \$50-million bailout offer by a group affiliated with the Unification Church. And Wesleyan University has begun to look at cost-cutting measures to avaid a deficit.

In sharp contrast to all that, Connecticut College has been enjoying the fruits of fru-

gni mnnngement.
The college has not laid off uny staff or faculty members, and has no plans to. While other institutions are requiring faculty members to increase their teaching hands, professors at Connecticut have had theirs decreused. The college recently decided to continue its policy of need-blind udmissions, a practice that some institutions have found too expensive to maintain. Two new buildings are going up, both financed with a minimum of debt. And for the last 16 years, the college has balanced

#### Avolding Administrative Blout

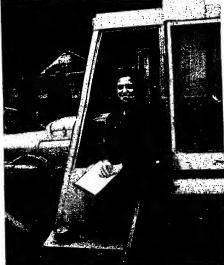
Administrators and faculty members chalk up the college's relative well-being to its strategic plan and to an operation they say has always been lean and mean.

Rather than adding programs simply because it could, Connecticut tended to grow carefully and slowly-if at all. Echoing the words of administrators at other colleges, President Claire L. Gaudiani calls that idea "growing by substitution."

"Now it's chie, but we were doing it u number of years ago," soys Ms. Gaudiani, who has run the college since 1988.

With the exception of Ms. Gaudiani, scholar of French literature and a former administrator of the Wharton School at the University of Pennsylvania, many administrutors ut Connecticut wear two or more

Dorothy B. James is provost of the college and dean of the faculty. Claire K. Matthews serves as dean of admissions and planning, with special responsibility for coordinating institutional research and the college's strategic plan. Besides keeping track of the college's investments, Lynn A. Brooks, who is vice-president for finance, overaces personnel, the diolng halls, the bookstore, the print shop, and campus security.



President Cluire L. Guudiuni of Connecticut Coilege: "Wa did not build u powerful, ted udministrativu auparatructure, so we don't havu to undo it.

No sigo of administrative bloot here. "All of our administrators do things," says Mr. Brooks, with not a trace of irony in his

Adds Ms. Gaudiani: "We did not build o powerful, complicated, administrative surstructure, so we don't have to undo it. Through the expanding years, we didn't have a proliferation of courses ond pro-

#### Bringing Discipline to the Bodget

Mostly that's because the college has been guided by o strategic plon that was started four days after Ms. Goudiani came to the college. Involving 300 people, including faculty and staff members, odministrators, trustees, alumni, und students,

the pion lays out a series of gools designed to pince the college at the forefront of liberal-arts education. Chief among them ore a focus on diversity, ethics, internotionalism and a balance between the liberal arts ond

The plan brought discipline to the college budget, ndministrators and faculty members soy. "When difficulties hit higher education, we were ready," Ms. Matthewa says. "We had a system, an architecture, and coherence around o set of de-

Although a few programs were eliminated. Including a moster'a-degree program in dance, the college does not expect to cut any undergraduote programs. Ms. James

Continued on Following Page

# Claremont McKenna College Uses a Brain Trust to Manage Growth



Claremont McKenna's Jack L. Stark, who says his institution ia better run thun many businusses: "You have to hustle."

#### By LIZ McMILLEN

CLAREMONT, CAL.
Some people like to suy that the problem with colleges is that they aren't operated like businesses. Not Jack L. Stark.

Mr. Stork, president of Cloremont Mc-Kenna College, aays his instituțion is better run than many businesses. Although he mny be gullty of a little blas, there la some truth to his statement.

While other colleges are trying to limit growth, Cloremont McKenna plans in 1995 to begin increasing its enrollment to 1,000, from 850 today. While other institutions ore seeing their investments stagnate. Claremont McKenno earned 17.4 per cent on its endowment last year. And while many colleges are struggling to cope with slowed giving, Cloremont McKenna is enjoying nn increase in private gifts, spurred

by on aggressive program of deferred giv

Perhaps it's no sorprise that an institution known for producing large numbers of corporate executives, entrepreneurs, and lowyers does o good job of monaging its OWN finances

Claremont McKenna offers a liberal-arts curriculum with on emphasis on political science, government, and economics. Sev-

#### Aims Community College has returned a gift to a donor who insisted that the money be used for scholarships limited to white

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# **Business & Philanthropy**

# In Tough Times, Some Colleges Find Conservative Management Pays Off

A few private institutions have avoided the cutbacks that have crippled many others

Claremont McKenna College Uses a Brain Trust to Manage Growth

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truth to hia statement.

that didn't add large numbers of new staff and administrative positions seem better positioned financially, the officials say.

Lynn A. Brooks, vice-president for finance at Connecticut College, says: "Some schools have reolly incrensed slaff and faculty, and that's what they'll cut first. We don't see that we have that option. We're already very lean.

In sume cases, colleges that are now on sound fiscal footing went through a mild retrenchment several years ago. Hord lines forced them to develop a strategic plan, and they stuck to it. Often the plan is chompioned by a president with a strong monagement style, a situation that hos been known to cause some concern among faculty members.

Yel having a coherent plan gives a college disciplinethrough good times and bad, college officials say.

"By not assuming that the good times today are going to be good times tomorrow, you give yourself a cushion, says Marilyn McCoy, Northwestern University's vicepresident for administration and plouning. "Now there are certain financial pressures that could come along that could be very severe for us as well, but we can take the slight knocks because of the cushion."

-LIZ McMILLEN AND JULIE L. NICKLIN

by an aggressive program of deferred giv

Perhaps it's no surprise that an institu-

tion known for producing large numbers of

corporate executivea, entrepreneurs, and

lawyers does a good job of monaging its

Claremont McKenna offers a liberal-arts

curriculum with an emphosis on political

sciance, government, and economica. Sev-

OWII finances

ol of the institution's most prominent now make up a financial brain trust berolege's Board of Trustees, guiding s investments and managing

#### penist lavestment Tips

going as chairman is Robert A. Day, tokrofthe Trust Company of the West, stanganges more than \$20-hillion in inwings. Mr. Day, a member of the nges investment committee, hus prodel sveral lucrative investment tips to

Also on the board are Robert Lowe. sidest of Lowe Esterprises Inc., a renle development and management comargand Henry Kravis and George Robts, who founded Kohlberg Kruvis Robis & Company, a firm known for its gestive strategy of bankrolling buyouts

Says Mr. Stark. "This is a board that hip together a high degree of sophisticain the investment world."

After graduating from the college in KV, Mr. Stark spent three years in the trine Corps. In 1960 he went to work in temlese's alumni office and soon heone involved in long-range planning and lights. Although he doesn't have a an Mr. Stark became the college's resident in 1970, when he was 36.

kin K. Roth, a philosophy professor to has been at the college for 26 years. of the president a "superb manager. He las taken this cullege from a good ading and put it on the map," Mr. Roth 151. "If there's a criticism, it's that Jack takto manage top down." Even so, Mr. Ich ays, faculty members see Mr. Stark eklisseen but nego si odw Inshistqua

#### Specialization Encouraged

As member of the Cluremont College merilm, Claremont McKenna cupys n musual—and efficient--airungement th other institutions. In intdition to armost McKenna, the consortium inthis the Claremont Graduate School and brey Mudd, Pitzer, Poniona, and

Each college offers a particular currieuhe hat complements the others, an uragement that encourages specialization ad avoids duplication. Students often ecourses at several of the member colkgs. Together, the colloges enroll about 300 students and cover about 300 acres. Because of the economies of scale in-Wheeline consortium, most of the Clarewill colleges are prospering despite the testion. Pomona College, e liberal-arts សម្រៅព្រក, has increased its ondowment to បង្ហាញ់លោ, from \$45-million, in one dec-Harvey Mudd, which offers a speciald coniculam in engineering, science. minathematics, expects to raise \$70-mil-loging a capital campaign that opened in

#### **Healthy Competition**

The colleges share facilities and staff mbers as well as a healthy spirit of competition, says Frederick M. Weis, Clare-McKenna's vice-president and treasrer, "You can pick up the phone or walk teross the street and find out how they're loing," he says. "You're not the only indiridual college treasurer within 500 miles." As a young college—it will celebrate its anniversary in 1996-Claremont Mc-

Kenna lins virtually no deferred mainte ing programs in several publications, innance on its buildings. But its youth does cluding The Wall Street Journal and Smart put it at something of a disadvantage where Money. The vast majority who respond to fund raising is enneemed. Wealthier instithe ads have no connection with the coltutions have built up their endowments lege, ssys Jon Keates, the vice-president thanks to the bequests of well-heeled slumfor development. "We're obliged to go ni. The oldest ulumni of Claremont Mcoutside our slumni group," he says. Kenna are in their lote 60's.

#### Best Fund-Raising Year Ever "If you're old enough, maybe you can rely on wills and bequests," Mr. Stark

Although other colleges are seeing desnys. "If you're not, you have to hustle." clines in private giving, Claremont Mc-Sn the college developed a vnriety of Kennn is enjoying its best fund-roising year ever, having netted \$16.7-million by the deferred-giving plans to allow donors to make a gift to the college while still receivend of April, well beyond its \$10.5-million ing income from their assets. Twenty-five r cent of the college's private donations The college's investments are recording

each year are in the form of deferred gifts. similor growth. Mr. Stark likes to cite the The college advertises its deferred-giv-

ment-per-student has more than tripled in seven years: to \$175,000 in 1991, from

Nearly 80 per cent of Cluremont Mc-Kenna's \$153-million endowment is internally managed, guided by Mr. Stark, Mr. Weis, and several of the college's trustees. Claremont McKenna hus some of its endowment in leveraged buyouts and other risky investments, but it has tended to avoid real estate, which lately has proved to be a drag on institutional isvestments.

In less than 50 years, Cloremont Mc-Kensa's endowment has grown to be one of the largest of similarly sized colleges. Mr. Stark chalks that up to a happy confluence of events. "Our strategy paid off. And then there's luck."

# Connecticut College's Strategic Plan Helps It Slay Lean and Mean

Several private colleges and universities in Connecticut have been forced to take nieusures-some of them drastic-to balunce their budgets: Yale University is trying to cut its academic budget by 5 per cent. The University of Bridgeport has aecepted a \$50-million bailout offer by s group affiliated with the Unification Church, And Weslevan University has begun tn look at cost-cutting messures to avnid a deficit.

In sharp contrast to all that, Connecticut College has been enjoying the fruits of fru-

gal management.

The college has not loid off any staff or fisculty members, and has no plans to. While other institutions are requiring faculty memhers to increose their tenching loads, professors at Connecticut hove had theirs decreased. The college recently decided to continue its policy of need-bilind ndurissions, a practice that some institulions have found too expensive to maintain. Two new huildings are going up, both funnced with a minimum of debt. And for the last 14 years, the college has balanced

#### Availding Administrative Bloat

Administraturs and faculty members chalk up the college's relative well-being to its strotegie plon and to an operation they sny has niways been lean ond mean.

Rather than adding programs simply because it could, Cunnecticut tended to grow corefully and slowly-if at all. Echoing the words of administrators at other colleges, President Claire L. Gaudisni calls that idea "growing by substitution."

"Now it's chic, but we were doing It a number uf years ago, "says Ms. Gaudiani, who has run the college since 1988.

With the exception of Ms. Gsudiani, scholar of French literature and a former nunistrator at the Wharton School of the University of Pennsylvsnia, many sdministrators at Connecticut wear two or more

Dorothy B. James is provost of the college and dean of the faculty. Claire K. Matthews serves os dean of admissions end planning, with special responsibility for coordinating institutional research and the college's strategic plan. Besides keeping track of the college's investments, Lynn A. Brooks, who is vice-president for finance, oversees personnel, the dining halls, the bookstore, the print shop, and campus security.



President Cisire L. Geudiani of Connecticut College: "We did not build e powerful, complicated edministrative superstructure, so we don't have to undo it.

No sign of administrative bloat here. "All of our administrators do things," says Mr. Brooks, with not o trace of irony in his

Adds Ms. Gaudisni: "We did not build a powerful, complicated, administrative suerstructure, so we don't have to undo it. Through the expanding years, we didn't have a proliferation of courses and pro-

#### Bringing Discipline to the Budget

Mostly that's because the college has been guided by a strategic pish that was started four days after Ms. Gaudiani camo to the college. Involving 300 people, including faculty and staff members, administrators, trustees, alumni, and students, the plan lays out a series of goals designed to place the college at the forefront of liberal-erts education. Chief among them are o focus on diversity, ethics, internationalism and o balance between the liberal arta and sciences.

The plan brought discipline to the college budget, administrators and faculty members soy, "When difficulties hit higher education, we were ready," Ms. Malthews says. "We had a system, an architecture, and coherence around a set of de-

Although n few programs were eliminated, including a mester's-dogree program in dance, the college does not expect to cut any undergraduate programs. Ms. James

# Connecticut College Stays Lean and Mean

Continued From Preceding Page calls the plan a recognition that "we can have anything we want, but not every-

Faculty members agree that the strategic plan has brought coherence to the college, but some say it may be too much of a good

"We went from a sleepy place to a place where things are managed, and it's done in a way that makes the faculty remote from the process," says it professur who asks not to be identified.

#### 'Uncoupling' Tuition

One result of the plan was that the college decided to "uncouple" tuition and the

overidl budget. Many colleges add up their custs and set mition to cover expenses, a process that has led to ever-larger increases. At Connecticut, Mr. Brooks says. "we set our revenue stream first and then figure out how to do it." Next year's tuitiun increase will be 5.8 per cent, the lowest in 17 years. Tuition and fees for next year total \$22,900.

Although Connecticut's administration is lean, the college is trying tu reduce waste and duplication in a process called FRESH-"a functional review of every seal in the house." Administrators are trying to figure out what each staff member does and how his or her work contributes to the college. "We're not trying to eliminate positions but reallocate how work is done." Mr. Hruds says.

The callege has also closely evuluated its investments. Shortly ufter Ms. Gaudiani came to the caninus, new investment manugers were hired, as was a consultant to evaluate the managers.

The college now has 60 per cent of its partfolio in stocks and 40 per cent in bonds, with virtually no money in riskier "non-traditional" investments such as venture capital or real estate. In 1990-91. the endowment had a total rate of return of 38 per cent, well above the 7.2-per-cent average for colleges that year.

#### **Building Up the Endowment** Connecticut's \$50-million endowment is

small compared with that of other colleges. and Ms. Gaudiani seems determined to

huild it to \$100-million as fast as she can. All unrestricted bequests now go directly into the endowment, and a capital campaign is in the planning stages. When the paign is in the planning singes, when the campaign is announced two years from now, a good portion of its probable \$100. million goal will be designated for the endowment

Business & Philanthropy

As for other institutions dealing with budget problems, Ms. Gaudiani says too many are burdened by a confrontational attitude between faculty members and administrators

"The time is over when faculty and administrators can live in a confrontational environment," Ms. Gaudiani says. "What has hurt institutions is when constituencies slug each other. They go home lessened and angry. Institutions suffer

-LIZ MOMBLES

# Livingstone College Erases an Epitaph With a Series of Tough Fiscal Policies

SALISOURY N.C. While many higher-education institutions are struggling to make ends meet, Livingstone Callege is making a financial

In 1988, several of its trustees thought the historically black college would have to close its doors. Its debt had soared tu \$3.6million, surpassing its endowment. The college was having trouble making its loan payments. It had no organized fund-raising peration. Buildings on the campus were fallingnpart. Enrollment was slipping. And fuculty morale was low.

Four years later, all that has changed. Officials reported a \$1.4-million surplus in the campus's \$10-million operating budget in 1991. Fund raisers have passed the halfway mark in a \$10-million campaign. Buildings are being renovated. Enrollment is increasing. New academic projects are being developed. And positions for new professors are being created.

"Many had written the epitaph for the says Livingstone's president. Bernard W. Franklin, "Now they call us 'The Miracle on Monroe Street.'

#### Major Gift Wipea Out Debt

Livingstone officials blame mismanagement for the college's fiscal difficulties in the 1980's. So when Mr. Franklin took over as president in 1989, he Instituted some tough fiscal policiea. Mr. Franklin eame to the college from Virginia Union University, where he served as vice-president for student affairs and later as an assistant to the president.

To bring its finances under control, the college used a major gift to wipe out much of its debt. In 1991 the African Methodist Episcopal Zion Church, which founded the college in 1879, gave Livingstone \$2,5-milion. The college owed \$2.6-million to the U.S. Department of Education for loans it had received in the 1960's to construct several buildings. Livingstone was to repay the lonn by 2030, but the college couldn't afford the fees and was racking up dobt and repayment penalties. With the church's gift, Livingstone was able to pay off the debt early and was rewarded. The Education Department forgave much of the loan. leaving Livingstone with nort of the gift to use for other projects. The college also persuaded its bank to let it extend repayment for five years on an additional \$1. million it had borrowed for operations.

College officiala also have moved to make the campus more cost-conscious. Professors eannot buy anything without approval from administrators. Students will be dismissed if they don't pny their bills. And several positions were eliminoted in a review of departments and services.



Prasids at Bernard W. Franklin of Livingstons College: "Msny had written the apitaph for the campus. Now they call us "The Miraels on Monroe Street."

"The bottom line is that we're a business," Mr. Franklin saya. "If we don't operate as an efficient business, then we won't be in the business of educating stu-

Even though most faculty members agree that the changes have put the college on the right financial track, they haven't made everyone happy, "It's been difficult," says Carrie H. Bolton, president of the Faculty Council. "There have been points at which frustrations have been

With an endowment of only \$2.2-million, Livingstone depands on gifts, money from the United Negro College Pund, and tuition to make up the bulk of its \$10-million operating budget.

#### \$10-Million Capital Campaign

Livingstone is concentrating on attracting more gifts. With aggressive fund-raising efforts, gifts to the annual fund graw from \$565,000 in 1990 to \$800,000 in 1991.

Livingstone has already collected nearly \$7-million in gifts and pledges to its \$10million eapital csmpalgn. Announced in 1991, the five-year drive seeks to raise money for student scholarships, academic programs, and building repairs.

Although many colleges are trying to limit tuition lilkes, Livingstona raised tuilion this year by 25 per cent to increass revenue. The campus had not had significant increases for several years, leaving the college with one of the lowest tuitions in North Carolina

In academic 1991-92, Livingstone raised tultion to \$2,028 a semester, from \$1,623 in 1990-91. The college plans to increase tuition agsin next year by an additional 10 per cent, to about \$2,200 a semester.

"When our tuitlon ranks at a level where we compete with other colleges like us. then we'll be able to fall back down," says Patricia M. Johnson, Livingstona's busi-

Livingstone now requires students to psy 75 per cent of a semester's tultion when they enroll. The remainder must be paid no later than five weeks after the senester has begun. Last fall, officials sent home 60 students who didn't pay on time. This spring, no students were let go.

#### Better-Prepared Students

Despite the relatively steep tuition increases, students still apparently want to come to Livingstone. Applications climbed from 600 in 1990 to 700 in 1991, an Increase of 17 per cent, And officials expect 850 studeots to apply for next academic year. Officials are also accepting more and better-prepared students. Earollment had dwindled to 558 by 1988, but two years later it was up to 682, a 22-percent increase. The number dipped this year to 615 because of the new tuition-payment policy or because students failed to meet the college's higher academic standards Livingstone hopes enrollment will resch

The financial strength and student increases have allowed the campus to hire II new faculty members and create new programs. About \$500,000 from the campaign will establish the Center for Teaching Excellence, which will be attached to the college's teacher-training program. Among other things, the center will let prospective teachers tutor local children. Another new program, the Marketing and Real Estate ment In stitute, will be crested with \$250,000 from he campaign and will offer business stude its the opportunity to work in property development.

The look of the eampus is improving, too. In just one year, the college spent \$1.2-million to renovate dormitorie place heating ond cooling units, and make other renain

Officials who worked at Livingstone before its recent transformation say Mr. Franklin's leadership has made the differ-

"It's had a new burst of energy," says Catrelia Steele Hunter, dean for institutional advancement. "It's a totally new in--JULIB L. NICKLIN

# Saipline-Minded President Credited With Reviving Northwestern

& Philanthropy

EVANSTON, ILL. versity's fiscal ills in the 1980's and a keeps the campus financially healthy alor sophisticated. It's plain va-

That might seem like a strange woy for Moderatera's president, who holds a a R is conomics, to describe his budget pay. But while other institutions have equinented with new ond sometimes explicated budget methods, Arnold R. the says his policy boils down to a few

got desr-cut rules.

Rey more on "hard" money—cash in sources such as tuition—than on "M" money—cash expected from such and as grants. Use surpluses wisely. the budgeting for a project, know ader it will be a one-time or recurring M. layest the endowment conservauth And above all: overestimate exgenes and underestimate revenue.

have paid off. For the past by years, Northwestern has reported an mid surplus of about \$2-million on a Mallion budget. In fiscal 1991 the cama's \$1.4-billion endowment corned a Mercent return, exceeding the nationincrese of 7.2 per cent. At the same ist, jills to the campus increased. Aging talings are being repaired. And a grow gamber of students are applying for

"it's a plain-vanilla, conservative polia There's no single, magic formula," Mr. libersays. "Ninety per cent of manageent's paying attention and having a sys-

#### Mef Control

Mr. Weber's dose of conservative manquest seemed to be just what Northistanneeded when he took over in 1985. lytherarly 1980'a, Northwestern land lost outside its spending, and a budget deficit inhed to nearly \$9-million in 1981. Annudulion increases shot up to 17.4 per cent is 1907.83

Most officials eredit the tough-mindedessetMr. Weber, who received his Ph.D. approm the Massachusetts Institute of lechnology, with straightening out the mirenity. Throughout his cureer, Mr. Neber has held government and academic positions, serving as president of the Uniunity of Colorado before coming to

Hr. Weber's management style hasn't eased everyone, and a few professors tel they should have more say in how many is spent, "There obviously isn't Moper-cent agreement about Dr. Weber's cisions," saya Dale T. Mortensen, deiman of the Budget and Finance Com-mite of the Geoeral Paculty Committee. But there hasn't been any real disgrantle-

Adds Jim G. Carleton, Northwestern's fice-president for student affairs: "With the word of the day." One of Mr. Weber's first moves was to

at up a program review that the faculty had requested. Over the past seven years, each of Northwestern's departments has ten evaluated for quality, enrollment,

A few weak programs—speech educaton and ecology and evolutionary biology. or example—were eliminated. Some with enrollments—such as the deetal school-have been acaled down. Others are being improved or refocused: The uniwrsity is hiring new professors in an effort



Prasident Arnold R. Webar of Northwastern U.: "It's s pisin-vanilla, conservativa policy. Thara's no single, magic formuls."

to becf up its African-studies program. "We have eliminated units, but we've done it mure in the normal course, not because of financial exigencles," says Marilyn McCoy, Northwestern's vice-president for administration and planning. grow by substitution. Everything is not an

#### Big Increase in Applications

Northwestern's programs are stiracting students. Over the past six years, the number of opplicants has increased 33 per cent. And since Mr. Weber's arrival, Northwestern has kept its annual tuition in-

creases at an average of about 5 per cent Tuition for 1992-93 is \$15,075, a 4.9-percent increase over 1991-92.

Unlike many large resenrch universities that operate under a decentralized budget structure, Northwestern centralizes its budget in distribution and decentralizes it in spending, Ms. McCoy says. Tuition and other revenues go straight into one pot. The money is then divided among departments. Each determines how its lump sum will be spent.

So far the revenue flow remains strong. Northwestern's recovery of indirect costs has incressed over the past several years

from 44 per cent to about 53 per cent. Although many other institutions are seeing their indirect-cost rate decline, Northwestern's rate hasn't changed; it was comparatively low to begin with, university officids say.

#### Strong Return on Investments

And while many institutions reported little or no increase in their endowment earnings in fiscal 1991, Northwestern's endowment drew a 16.4-per-cent return. The antional average was 7.2 per cent, according to this year's annual survey by the Nationat Association of College and University Business Officers.

Northwestern officials try to keep 66 per cent of the university's portfolio in stocks and 34 per cent in fixed-income investments. That conservative policy, they say, accounts for 1991's strong return, even though it was a drup from the 11.7 per cent realized in 1990. Officials plan to keep the 'spending rate' at about 5 per cent of the endowinent's market value.

Gifts tu Northwestern also have increased in the past two years. Total contributions rase 4 per cent, to \$70.9-million, in 1991 frum \$68-million in 1990. And officials are optimistic about reaching this year's goal of \$86-million. Although pledges have slowed and corporate gifts have stabilized in the recession, Northwestern is ahead of where it was last year at this time.

Like many other institutions, Northwestern had accumulated a significant amount of deferred maintenance. But the university is in the midst of an aggressive plan to spend \$200-million on repairs and renovations over several years. Officials hope to pay for most of the repairs through gifts and budget surpluses.

#### Refinancing the Debt

Northwestern has even used the recession to its advantage. With interest rates down, Northwestern refinanced \$55-million of its \$251-million debt nt a fixed rate of slightly under 7 per cent. Now \$162.5million, or nearly 65 per cent of the debt, is financed at a fixed rate. Only \$88.5-million remains at a variable rate.

Ms. McCoy says the amount of debt is "reasonable," given the overall wealth of the institution. Even so, the university has barred assuming any more debt for the

Although the university is financially healthy, campus officials say it isn't immune to the severe economic challenges facing other institutions. But Northwest ern officials say they have built the discipline to fight them off.

# PRIVATE SUPPORT FOR HIGHER EDUCATION

Theological Union. rban affairs. Por the Center for Urban rban affairs. Por the Center for Urban

Policy and the Environment; \$8.6-million over three years to ladison U.

AMBREW W. MELLON FOUNDATION
140 East Sand Sirest
New York 10021.
Support. Por programs of faculty and

DOTH FERRIS FOUND 800 Broad Street
Naw York 10004
Faculty, For programs of faculty development: \$100,000 to California Instiluic of Technology.

EXXON EDUCATION FOUNDATION 226 East John W. Carpenter Free Irving, Tex. 75062-2296 irving, Tex. 76082-2298
Support. For support of programs:
\$8.6-million divided among \$22 colleges and universities.

FIRST NATIONAL BANK IN WIGHTA CHARITABLE TRUST C/o First Nellonel Bark in Wighita P.O. Box One Mohits, Hen. 67201 Alamai. For the alumni \$100,000 to U. of Kant HENRY J. KAISER

PARMLY FOUNDAMENT AND A STATE OF THE AND A STATE OF THE REAL THE AND ASSOCIATION OF THE AND ASSOCIATION AS

eurricular devalopment: \$300,000 ovor five years to Oenison U. the rate of increase in U.S. health es-penditures is viable; \$175,000 to Brandels U.

MANAANTO FUNO 800 North Unabergh Boulaverd 8t, Louis 6516.7 Environment, For the center for cavi-ronmental selectre and technolosy: 5500,000 to U. of Missouri at Rolls. LILLY ENDOWMENT 2801 North Maridian Street 2803. North martes P.O. Box 68066 Indianapolia 48208 Religias. For a study of the beliefs and practices of Catholies in Indiana: 3502,003 over three years to Purdua GIFTS & REQUESTS

carris à pacquistes
Collegis d'William and Mary. For the
capital cumpular: 33-million front
Mark H. McCormakv. For encloir
sables 510 McCormakv. For encloir
sables 511 McCormak Tashing. For workshops on leaching: 3500,113 over three years to American Academy of Religion. Theological subonels. For a faculty-resource center: \$442,833 over three years to Association of Theological Schools in the United States and Can-

ilon from J. Harota man Avine Care-ers.

University of Alabanas. For o professor-ship in the college of commarce and business administration: \$600,800 from AmSouth Bank.

—For graduate fellowahips in the achool of social work: \$500,000 from an anonymous donor.

Linez. University of Massas. For scholarships in engineering: \$650,000 from Russell

University or nitasseur at trees, rod in content for environmental actions content for the content for environmental actions and content for the content for t

Racial tensions over the editorial focus of the student newspaper at the University of Massachusetts at Amherst continued to huild, even as students prepared for finals and the end of the academic year.

Since the acquittal of four Las angeles police officers in the Rodney G. King case in April. The Massachusetts Daily Collegian has been bombanied by accusations of racism by minority journalists on the newspaper and by other students At one point, a group of protesters forced their way into the newspaper's offices to condemn a vote by the predominantly white staff to replace three minority editors The Chronicle, Mny 13).

Richard D. O'Itrien, chuncellor

of the University of Massachusetts at Amherst, usked administrators and faculty members to assist in resolving the dispute. But their efforts have had mixed results:

a Daniel C. Wetzel, the newly

elected editor in chief of The llegicu, and other editors met with protesters and agreed to several of their demands, including the establishment of a minority co-editor in chief. Later, in a column for The Boston Globe, Mr. Wetzel sold th administration had forced him into the sgreement and that most of his staff would resign in protest.

■ José B. Belliard, a student

protester, was so angered by Mr. Wetzel's column that he went to the student-newspaper affice. He was subsequently charged with attacking the newspaper's photoeditor and dragging him out of The Collegian office to the main floor of the Campus Center, Witnesses soy the editor managed to escene when Mr. Belliard, who was carrying an aluminum baseball but, turned to face the crowd that had gathe watch the commotion. Mr. Belliard has pleaded not guilty to charges of Northampton District Court.

Despite the furor over the most recent incidents, negotiation between The Collegian and the protesters are continuing with the help of the Harvard Nego Project, a research group of the Harvard Law School

Both sides have made several concessions. The protosters, for example, have dropped their demands for o ca-editor, and the paper's editors have agreed to create new seats on the board for editors of black, multicultural, and third-world sections.

Harvard Law School official ided not to dicelplina the authors of a paredy that

The parody of an article by st professor was published in the Harvard Law Review on the anniversary of her murder. The school's administrative board concluded it was offensive but that the students had not violated onv school policy. The board also said it would not investigate allegations that the parody was o symptom of sexism at the law school.

# **Students**

# The Medical Curriculum in the Era of AIDS

Students examine legal and ethical issues surrounding treatment and learn how to avoid becoming infected

By DEBRA E. BLUM

CHICAGO Stacie S. Laff, a third-year student st Rush Medical College, is drawing a sumple of hlund from a patient. The "patient" is reulty just an artificial arm, and the "blood" in its plastic veins is colored liq-

Hut Ms. Luff, who is wearing gloves, a gown, and a surgical mask, performs the tusk as if she were working with a real patient because her career-and possibly her life-may depend on how well she performs this medical exercise.

For three years, medical students at Rush have been taught how to extract blood from a patient using special procedures to avoid exposure to infectious diseases. Beginning this scademic year, in addition to hearing lectures and seeing demonstrations and a video on the subject, Ms. Laff and her classmotes also must be certified in the procedures through both written and laboratory exams.

The procedures, known as "Universal Precautiono," are based on a set of recom-

"As for the precautions training, that was deliberately added on, because HIV has heightened

everyone's awareness about the risk of occupational

exposure to pathogens."

mendations for health-care workers compiled by the federal Centers for Discose Control. The precautions are intended to minimize the risk of the tronsmission of blood-borne discases from patients to phy-

Rush decided to require the new certification majoly to deal with the increased prevalence of Htv, which couses AIDS, and heightened concern over the transmission of the disease from patients to health-core

"There has always been the risk of cotching something from potients, like hepatitis," Ms. Laff aays. "But it's Htv that everybody's talking about. It's Htv that mokes everyone so serious about oll

#### Effects Are Widcopread

The precoutions program is only one example of the manifold woya in which HIV has affected the medical-school curriculo here and at institutions cround the country. Many schools require training in preutiono, but only o few require the labora-

More than a decade after Atos was identified, the science and epidemiology of the disease are typically touched on in such courses as microbiology, immunology, ond pathophysiology. The ethical and lagal

issues surrounding the treatment of the disease and its psycho-social aspects have been included in behavioral-science, counseling, communications, and medical-ethics courses. In addition, treating people with atos is often a routine part of thirdand fourth-year clinical-experience and

"There are courses that focus on different issues of Htv, and blocks of study that cover it," says Lois Margaret Nora, assistant dean for clinical curriculum at Rush. "But it is equally important that it become an integrated part of the whole approach to medical education from day one."

#### 218,303 Cases Reported

On the first day of orientation at Rush. first-year medical students are introduced to several case studies on patients. In recent years, at least one of the patients is infected with HIV or hos A108.

Dr. Nora says the medical school included a case study that covers the disease to broach the subject early on, and to recognize that a growing number of hospitol patients are HIV-infected. Dr. Nora helped develop the precautions certification pro-

Stacle S. Laff, a third-year stude

at Rush Medical College: "It's HIV

that makes everyone so sarlous

which occurs when the body one oo longer

stuck with a needle that has come into con-

tact with HIV-infected blood is estimated at

0.3 per cent. Thut is for lower than the 30-

per-cent chance of acquiring hepatitis Bin

the same woy. The disease-control centers

report that 47 health-care workers have

contracted HIV while on the job, while

each year about 9,000 health-core workers

With rapid odvances in medical science

in recent years, many new technologies

tions identified. Thus medical-school offi-

cials soy they are constantly faced with

difficult decisions about what their stu-

"We aren't deciding whether to stop teaching the anatomy of the orm so that we

can fit aomething new in, but we are al-

ways in a process of evolution and of set-

ting priorities about what we should in-

clude in the curricula and training." says

Larry J. Goodman, Rush's associate dead

for medical-student programs. "In most

courseo, we didn't choose to put Htv in,

but it naturally became a part of study. As

for the precautions training, that was delib-

erately added on, because Htv has height-

soed everyone's aworeness about the risk

HIV, Dr. Goodmon and other observers

soy, has increased the need to focus on a

variety of issues in medical education-not

"It has made people mindful of bosic

just the transmission of disease.

of occupational exposure to pathogens

dents ought to be taught.

have been discovered and medical condi

ocquire hepatitis B in the workplace.

Choosing What Should Be Taught

The risk of contracting Hry after being

fight u disease or infection-and die.

about all these exercises."

Alos is "o medical condition," Dr. Noro says, "sn epidemic that we should choose to address and at the same time hove no choice but to address.

According to the Centers for Disense Control, some one million Americans have the virus, including about one in two hundred hospital patients. From 1981 through March of this year, 218,303 cases of Atos have been reported, and 141,233 people have died of the disease. This year some 40,000 Americans are expected to learn that they are Htv positive.

People can live for more than 10 years without knowing they corry the virus. But because there is no cure, everyone who controcts Htv eventually will develop AIDS—the last stage of the viral infection.



Lois Mergaret Nora, assistant deen for rriculum: AIDS la "an apidemie thet we should choose to address and at the same time have no choice but to eddress.

pris of the curriculum." says Robert F. mes, assistant vice-president for institu tool-and faculty-policy studies ut the Aseistion of American Medical Colleges. Itrefeteres directions of medical educutea that have wrongly been neglected besuse they are not particularly glamor-

Hesays, for example, that issues of pub-It health and the relationship hetween putients and physicians have been given norestreation since the advent of AIDO, III sidition, he says, the disease has given a

"We have Hrv-Infected patients on every ward of the hospital,

and dealing with the

implications of the disease on the patient level is

where it gets tricky."

w dimension and complexity to tradilipsal issues ia medical ethico, such as pafest confidentiality, informed consent,

and the right to die. Robert H. Gifford, associate dean for education and student affairs at Yale Uniersity, says the basic virology of HIV has been easy to integrate into the curriculum.

The science of it is an easy fit into the dactic phase of education," he says. "But we have HIV-infected patients on evey ward of the hospital, and dealing with he implications of the disease on the paient level ia where it gets tricky. We want o prepare our otudento to understand the teatment, counseling, and ethicol aspects of the whole thing."

Back in the training lab at Rush, Ms.

Laff is toking the precautions test. She reads n red, stop-sign-shaped warning on the "pntient's" door that nierts onyone entering the room to take certain precautions to guard ogninst contaminating the patient or having the patient contaminate the visi-

#### Deliberate and a Bit Nervous

Ms. Laff weahes her honds then corefully wrups a surgical mosk around her mouth and nuse, ties o gown behind her back, and puts on thin rubber gloves.

She enters the room, introducing herself to the "patient," and readies a tourniquet, oyringe, needle, gauze pad, Band-Aid, and blood tube for the procedure. Her actions are deliberate, and she seems a bit nerv-

After transferring the drawn blood from the syringe to the blood tube-being careful to keep her fingers oway from the point of the needle-she disposes of the needle and syringe in a special puncture-resistant

She removes her gloves and gown without touching the exposed areas with un-gloved handa, and discarda them in a speclal medical-woste container and loundry , respectively. She carries the tube of blood in a test-tube tray and walks out of the room, where she removes and throws away her mask. Once again, she washes her hands.

"It's o chame that it took Atoo to moke us aware of the importance of things like proper precautions," says Ms. Loff, who In her white physician's coot is ready to get back to her rounds at the hospital. don't oeed all these precautions all the time, but there is no reason not to be skilled and confident in them so that we are not distracted from what we really need to be doing-helping the patients."

# Universities Offer Disability Insurance to Calm the Fears of Medical Students

To calm medical students' fears uf contracting Htv and Alos, some universities affer insurance to help provide income ta students should they become infected during their training.

Yale University last year became the notion's first medical school to offer the insurance. New York and Washingtan Universities and the University of Michigan are among some 20 institutions that now insure their medical students or plan to provide the coverage by foll, according to Robert F. Jones, assistant vice president fur institutiona and faculty-policy studies at the Associatian of American Medical Colleges. Nearly one-half of the nation's 126 medical schools could have the insurance by next year, he says.

Mr. Jones and other association officials helped craft a plan far medical students with two notional insurance carriers. Under the plan, students are automatically eligible for disability insurance; no medical tests or questions

In addition, students can pick up the premiums after they graduate and increase the coverage to protect their increased earning potential-even if they have been infected with HIV or have acquired another disability.

The coverage costs \$50 to \$100 a year for each student and would pay benefits of up to \$2,000 a month. All students at

o participating institution must be cov-

would send the

"Whot

"There is a lot of anxiety started out there on the part this initiative was of students and those the AIDS scare," Mr. of us who feel we have looked into finding a responsibility to insurance coverage just for AIOS, but we those students." realized that that

wrong message to students about the risks of acquiring the disease and that students needed protection from other discoses and disabling cooditions, too."

Medical students are not paid for their work in hospital words, which they usually do in their third and fourth years, so they traditionally hove not been entitled to the benefits that employees receive, including disability insurance and workers' compensation.

#### Benefits Would Defray Expenses

By their third year in medical school, studenta hove typically accrued tens of thousands of dollars of debt and would be hard-pressed to repay their loans if they were unable to finish school or go into medical practice because of a disability. Disability insurance la not intended to cover the debts, soys Mr. Jones of the medical-college associotion, but it would provide a monthly benefit to help defray general expenses. Most medical schools require that students have health-insuronce coverage

that wauld help pay for medical services in ease of illness.

The Centers for Disease Control has recorded 47 cases in which health-cure workers have become infected with HIV while on the joh. A spokesman for the centers says the statistics do not show whether any of those cases involved medical students. Medical-school administrators and other observers say they know of no cases in which medicul students hove acquired my while in an acudemic setting.

In contrast, some 9,000 health-cure workers are infected with hepatitis B each year, and shout 250 die, according to the disense-control centers. Hepatitis B. unlike tuv, is curable, and peuple

#### 'Important Psychological Factora'

"The actual risk of HIV appears low, but there are important psychological factors involved," says David S. Scotch, associate dean of NYU's medical school, which this year offered disability insurance to its second-year, third year, and fourth-year students for the first time. "One is that there is a growing number of people with HIV, ond another is that AIDS, unlike other disesses, is 100 per cent fatol."

While the Alos epidemic was the calalvst for NYU's providing the insurance, he says, the plan provides broad-

based coverage for any disabling condition, however acquired. The universlty spent \$30,000 this academic year on the coverage for aoys, adding that the insurance was paid for out of the institution's operating

Yole passed the cost of the disability insurance on to its students through tuition increases, and some other medical schools plan to do the same.

Still other institutions are struggling to find ways to provide the coverage. James C. Guckian, a spokesman for the University of Texas System, soys his institution simply cannot afford to buy insurance for its more than 9,000 healthprofessions students. The oystem, he says, is prohibited by stote inw from requiring studenta to pay for insurance as a condition of enrollment. Since insurers who offer disability coverage to medical students require 100-per-cent participation at each institution, the Texas oystem 'is stuck between a rock and a hard place," says Dr. Guckian.

"There loa lot of onxiety out there on the part of students and those of us who feel we have a responsibility to those students," he says. "We want to be able to offer diaability insurance so that we can all feel better."

---OEBRA E. ALÚM

#### ATHLETICS NOTES

- Board offers plan to ball out Oregon's athlotics dapartments
- Budget cuts forca U. of Cal. at Irvina to drop 3 men's taams
- Nevada will axamina circumstances of Tarkanian's departure

Oregon's three public univer ands for athletics under a proposal sdopted by the state sysem's hourd last month.

cation approved all but one of a special panel's proposals for deal- one dollar on all tickets sold to the ing with huge sports deficits accumulated in recent years by t)regun State and Portland State Universiting of the Sports expenditures by 2 per ties and the University of Oregon. cent each year through 1995.

In

the race

to send

and receive

student

transcripts.

The board rejected a recommensities will, for the first time, be dation that would have forgiven the \$6.3-million operating deficit that the three programs now carry.

Toward its goal that the institutions not incur any new delicits The State Board of Higher Edu-through 1995, the board voted to: Impose a surcharge averaging

three universities' sports events. Require the institutions to reimprove their fund-raising efforts for athletics.

# Require institutions to contin-He paying laterest on the accumillated deficits, but relieve them of having to make payments on the principal through 1995.

 Allow the universities to use institutional money for non-revenue sports if the other efforts do not succeed in reducing the deht. While the board portrayed the

use of institutional money only as a over the objections of thegonlast resort, the universities' sports officials said the money would be essential to sustain their programs.

Dutch Baughman, athletics director at Oregon State University, said the 2-per-cent budget cuts would be tough to swallow, esnecially because cost-of-living and tnition increases, which affect staff salaries and the value of athletic scholarships, respectively, will prohably exceed 2 per cent.

"Basically they've told us to do more of what we're doing, cut 2 per cent, and there's no relief from the deficit, which isn't much of help," Mr. Baughman said, "But if this opens the door for general funds, I see a bright light."

The hoard's decision to approve the use of institutional funds came

statewide faculty group, which said that state money should not be spent on athletics when so many icademic needs were going unmet.

The University of California at Irvine dropped three sports teams last week, citing crises is the state and the University of California system. This is the second straight year that financial week have forced budget cuts in Irvine athletics. Last year the university dropped support for five sports, requiring them to pay for thems All three of the teams that will be

eliminated after next month are for men-baseball, track and field. and cross-country-reflecting the university's concerns about gender equity. Those cuts, along with the dition of women's crewnext fall, will leave Irvine with eight teams for men, eight for women, and one en-educational teum, sailing.

The university said the sports program had a \$319,000 deficit this year, and faced a 10-per-cent cut next year for all Irvine programs that do not grant degrees.

Tom Ford, the athletics director. said Irvine ulso would make "sig nificant cuts in administrative expenses and operating costs."

A committee of the Nevada legislature voted last week to begin a wide-rangiog lovestigstion of the University of Nevada at Las Vegas and the circomstances surrounding the depar-ture of Jerry Tarkanian, its former men's basketball coach.

The Legislative Commission, which is charged with carrying out the husiness of the Nevada legisla ture between sessions, voted 7 to 3 with two ubstentions to start an inquiry next month. The two lawmnkers who abstained are professors at the university.

The commission appointed a namel of six legislators to conduct the review, which is expected to cover the events surrounding Mr. Tarkaninn's forced resignation is Aarch, charges of ticket scalping. the relationship between the uni versity and the UNLY foundation. its private fund-raising arm, and 'nnything else anyone wants to bring to the table," said John Verthe panel's chairman.

The panel said it would not use any state money for the inquiry.

Mr. Tarkanian's backers have in recent months exhorted lawmakers and others to review the way the university investigated charges of wrongdoing in the basketball pro--DOUOLAS LEDERMAN

Briefly Noted

■ Willie Jeffries, the football coach at South Carolina State College will resign his duties as athletles director next month, the univer-sity announced one day after it forfeited its league track-and-field title because of rules violations.

Wimp Sanderson, the University of Alabama's men's basketball coach, has quit after 12 years amid charges that he hit his secretary. Mr. Sanderson's long-time assistant filed a sex-discrimination complaint this month against the coach with the U.S. Equal Employment

# Dispatch

Up to 20 Australiao les are iovolved in n hatuset ap an office in talington by July to encou-gent contact with U.S. attations and persuade more ideas from North America to wiy in that country. The office also will nesist in using up partnerships and mag up parameters projects with indians in the United States and Canda it will work to promote the ment of Austra proupated U.S. higher-education Ten of the biggest universities in

alle stready have signed an artement to establish the office, and at least eight others are strong mental cigining the group. The mere is being supported by Australia's ambassador in Michael Cook, who is especied to provide office space at he embassy for the project. During his visit to Australia last war. President Bush called for icreased contacts between Aperican and Australian educ as. U.S. Secretary of Elecation Lamar Alexander went to Australia last month for talks with unversity officials.

The new office will work first to iscrease the number of American sudents in Australia from 1,200 a pear to 3,000 within three years. Ar stimsted 80,000 American mdergraduates go nbroad annually by a semester or more of study. According to Australian function officials, over the most (wo

expressed growing interest in abroad programs in Australia

France's education ablishment was rocked last menth wheo two teaching ions were ousted from the National Education Federation ta ambrella teaching confederation that is the country's largest tion of civil servants

The executive council of the ideration—known as FEN, for its initials in Prench—decided to oust the National Union of Secondary Education, representing 72,600 members, and the National Union of Physical Education, with 9,000 members. Bath unions were close to the Communist Party, and they tere expelled on the grounds that bey "constantly violated the Found rules of the FEN and refused agree to end their divisive

The National Higher Education Union, representing university professors, has joined the two orated groups in asking the courts to overturn the federation's actionhe case will be heard June 24.

With a membership of 350,000 in Separate unions, the FEN is the argest organization representing tachers in France and has always had an important role to nationwide wage accordations. Some observers here say the ouster of the two unions could eventually result in the federation's disintegration.

# International



Marvin Marshek (center rear), head of physics at the U. of Minnesots, with Russian physicists who have jained the department (from left): Mithell Voloshin, Arkady Veinshtein, Lecold Giszman, Barie Shklovaidi, and Mikhell Shifman.

# U.S. Universities Lure Many Renowned Physicists and Mathematicians From Former Soviet Union

Continued From Page Al "has the putential for the biggest shakeur

since World War II." "In physics, there's been a tendency for the good places to get better and the notso-good places to have a hard time, basically because of money," he adds. "This Russiun emigration is not going to make the good places bad and the bad places good overnight. But it's going to shake things up a little, because it's a wild card in

The rush to exploit this previously untapped source of talent has not been without problems. It has raised questions about whether U.S. universities are exacerbut ing the brain drain of scholars from Russia for their own gain. And it has created tensions in some university departments that are unable to find faculty positions for American postdoctorates but are willing to offer large anlaries and endowed professorships to senior Russian scholars.

Some Russian scientists, such as Rosld Z. Sagdeev, a professor of physics at the University of Maryland at College Park who headed the Soviet Institute for Space Research from 1973 to 1988, dismiss suggestions that the emigration of scholars to other countries could significantly harm science in the former Soviet Union.

Threat of 'Internal Brain Drain'

The greater threat, he says, is posed by the "internal brain drain," the thousan of talented researchers who are leaving science for better-paying careers in Russia. Because Russia is now incapable of adequately supporting its scientists, they ahould be encouraged to take opportunities elsewhere, where they can remain in

science and then return when the ecanomy

improves, Mr. Sagdeev says.
Others daubt that a significant number af those who leave Russia will ever return. What's more, the very absence of those senior scientists, they warn, may prevent an econamic recovery and hinder efforts to rebuild science in Russia.

In a recent speech at Georgetown University, Boris Saltykov, Russia's Minister

"It wasn't a problem of money. it was a problem of danger and stability. It would be difficult to go back after having this high quality of life here. I know my children will not go back."

for Science, Higher Educatian, and Technology Policy, said he originally believed that the declining support for science in his country would eliminate unproductive scientists and institutions from the system. "But what we are finding is that the apposite is true," he said. The most thienter scientists have left, he complained, while "the dead wood" has remained.

All of that weighs heavily on scholars from the former Soviet Union who have accepted lucrative positions at American universities, but wonder how their absence will affect their colleagues and the institu-

tions they left behind. Some, like Mikhail B. Voloshin, assoclate director for particle physics at the Minnesota institute, admit they feel gullty

about leaving and say they hope to return

"If there was any sense in it, I would go back in June," says Mr. Voloshin, who retains a position at the Institute of Theoretical and Experimental Physics in Mos-

Other émigrés, particularly those who endured anti-Semitism in Russin, feel dif-

"At this moment, it's not a situation I could live in," says Boris Shklovskii, associate director for condensed-matter physics at the Minnesotn institute and a former professor at St. Petersburg University. "It wasn't a problem of money. It was a problem of danger and stability. It would be difficult to go back after having this high quality of life here. I know my children will not go back."

Snys Mr. Voloshin: "It is a very personnl decision. I know very many people whom I respect who just came and said, That's it, I am stnying here. Even for people who come with the intentinn of going back, the longer they stny, the harder it is to do, because they put down roots."

#### Montilly Pay Would Be \$15

Mr. Voloshin admits there would be few rewards for him to return now. If he left mesota, his monthly pay at the Moacow institute would be 1,500 rubles, or \$15, about half the salary of n janitor there, and far short of what is needed to aupport his family of four. Two summers ago, when he worked at the Moscow institute, Mr. Voloshin says his sainry could pay only half of family's food bill.

At the Minnesota institute, however, his Continued on Following Page

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# Universities Lure Many Renowned Scientists From Former Soviet Union

satury is enough to send his two children to the hest private school in the area--a necessity, he says. to make certain they do not full too far behind the more intensive Russian schnul system.

In fact, the sadaries of the five A - ssian émigrés at the Minuesoda institute, which range from \$55,000 to \$95,000 an academic year, have produced some tension with Amercan physicists there, many of whum are paid less and work in older uffices.

Administratous at Minnesula, Maryland, and other universities where similar tensions have developed among faculty members ackmowledge that the émigrés' salaries are astronomically high compared with Russian wages. But they emphasize that universities or required by law to pay "pre-vailing wages" for friculty menihers, and that the Russian scholars come with the highest levels of ex-

"It would be unethical to bring them here and pay them as secondclass people," Mr. Marshak suys. Other administrators point nut that the jeulousies that develop are nn different when they hire highly paid American scientists.

"Snary is niways going to be a problem whenever you hire senior people, "says Mr. McLanen of the Minnesotu institute.

Adds Mr. Marshak: "What I tell either people is that the way to raise huurs. everyhody's position is to create a center of excellence and then to nar style is very different." Mr. furce everything to equilibrate nt the high level. If you don't set up this tower, then everybody sits down in the muck."

#### Uniquely Russian Flavor

Minnesota's theoretical-physics institute is very much n lowerphysically as well as intellectually. It occupies the top floor of the physics building in a suite of newly

The five Russian theorists—Mr. Vukishin, Mr. Shklovskii, Atkaily Vainshtein, Leonid Glazman, and Mikhail Shifman-confer with one unother in Russian. And the manner in which they study physics and interact with American scientists has a uniquely Russian flavor, prompting some visiting American

#### "Even for people who

come with the intention of going back, the longer they stay, the harder it is to do, because they put down roots."

scientists to almb the institute Moscow on the Mississippi.

Americans exposed to this Russion style say it is much unre confrontational and argumentative than the typical atmosphere at U.S. Inburatories

At traditional Russian seminars, speakers are continely challenged by menibers of the audience, sume of whom will rush to the hlackbourd, grab pieces of chalk from the speaker's hand, and take over the discussion. Unlike American scientific seminars, thuse in Russia sometimes go on fur three or four

"It's true that the Russian semi-Marshuk says. American seminars tend to hist an hour. It's considered rude to go much beyond that. The audience may ask questions, but the questions are supposed to be polite and mostly si the

"The Russinn style is that if five minotes have gone by without an argument, then it's a boring semi-Mr. MeLarren says the

tennodeled offices where the at- weekly seminars at the Minnesotia invercome each uther's mental They are conducted in English, last 192 to 2 hours, and are less controntational than the more tradi-

#### Refreshing Change

Mr. Voloshin says that visiting American scientists who spuke at seminars in Russia sumetimes "got offended" by the brusque manner in which they were treated. He remembers one American speaker at his Moscow institute who got so incensed at being challenged that he sturmed out of the room, "Everybody was so much invidved in the discussion that they did not nutice him leave," he recalls, "Later, they found him sitting un the stuir-

Some Americans fluid the Russinu style tu be a refreshing change and say it has been helpful tu those who would otherwise cume nway from lectures without asking questions or fully understanding the cuncepts.

"Peuple want to get to the bottum of the calculations," says Mr. McLarren, adding that the Russian style of tenching hos been particu-larly beneficial to graduate students, who nuw have mure opporlunities to interact with their professors. "The teachers become more directly involved. They usk the students questions instr waiting for the students to ask them

Such differences between Russian and American scholars also extend to the way they think and do research. In theoretical physics, for example, Russian scientists place less reliance on computers and more on mental short cuts to

#### 19th-Century Methods

"Over the past 25 or 30 years, the way theoretical physics is done in the West and in the Soviet Union has diverged, mostly because of the usa of computers." Mr. Marshnk says. "The attitude of the current generation in the West is: Don't worry about solving the em algebraically, all you have to do is throw it into a supercomputer and crunch nway at it. In the Soviet Union, because of poor occess to computers, there's been much more emphasis on 19th-century methods, approximations, algorithms. The combination of the two tends to give you a better insight into the solutions of complex

Mr. Voloshin says that those differences, which have many times helped American and Russian scientists at the Minnesota institute to



institute are actually a hybrid of the American and Russian versions. rule scientific tradition needs to be nurtured and maintained in Russia.

But he adds that he would oppose any efforts tu stem the brain drain of scientists from the former Soviet Union by limiting their emigration to the West or by encouraging them to leave temporarily for

#### "The Russian seminar

style is very different. If five minutes have

gone by without

an argument, then it's a boring seminar."

jobs designed to help support then:

"As far us importing peuple from the former Suviet Union to the West, my attitude is very simple," he says. "There should be no restrictions, but there should be no preferences. One should be judged for hiring for a job simply on the basis of scientific merit, not on the basis of his or her origin."

"The system should be maximally open, where one can choose a job anywhere," he adds. "The point is, there should not be this pressure in Russia to force people

#### Very Bad Job Market

Despite the intense recruiting efforts for top researchers, most Russian scholars are not landing permanent jobs at American uni versities. Department chairper-sons, who ure being flooded with applications from scholars who either have left the former Soviet Union or want to leave, say that because funds are tight, they have few or no openings.

"It's a very bad job market." concedes Mr. Wilson of Rutgers, States."

who received 1,000 applications this year for two openings in the mathematics department, "School, are not able to recruit as aggressively us they would have five years ago. Otherwise, there would be even more competition for these people."

In fact, most of the former Sovier scholars nuw employed at Amen can universities are working there temporarily, mainly because they urrive with non-immigrant visas. Of the 120 former Soviet researchers working at MIT this year, for example, only "five or six" are being sponsored by the institute in applying for permanent residency status, says Frances Helmstadter, head of the international scholars

Those are faculty members with tenure-track appointments or se-lected upper-level researchers. The rest are visiting scientists wi will return to the former Soviet Union or, perhaps, land another temporary job at another U.S. univer-

#### Backlash in U.S. Feared

That situation may soon change, however. Two weeks ago the Senale approved n measure that would expedite the immigration of former Soviet scientists by making it easier for them to obtain permonent residency status. Senate aides say the idea of the bill, s 2201, is to persunde more Russian physicists and other scientists to emigrate to the United States instead of other Western countries.

But some American researchers worry that flooding the United States with targe numbers of Russian scientists may produce a backlash among scientists here.

Derek A. Boyd, chairman of Maryland's physics department, snys many of the Russian émigrés "are prepared to work for less" than American postdoctoral researchers, some of whom are now unable to find jobs in their field. "We may find," he warms, "that it will create somewhat of a chauvinistic reaction in the United

# Senate Bill Would Help Chinese Students Gain Permanent Residency in the U.S.

WASHINGTON The U.S. Senate has passed leg-islation to make it easier for Chinese students to obtain permanent resident status in the United

The bill would allow all Chinese students covared by President Bush's 1989 executive order to begin applying for permanent resi-dent status on July 1, 1993-provided that the President has not certified by that date that it would be safe for the students to return to

The executive order cleared the way for many Chinase students to remain in the United States until 1994, even if their student visns would normally have expired beore that time.

While members of Congress have clashed with the President over immigration policy for Chinese students, sponsors of the Senate bill have made several comproate but nave made severa compro-nises with the Administration in an affort to make the bill palatable to the President. For axample, the

legislation states that Chinese students who do receive permanent residency would be counted to ward worldwide and Chinese immigration quotas established under immigration legislation enacted to

### 'At Great Risk'

Sponsors of the bill said they believed that the dangers faced by the Chioese students in the wake of the 1989 crackdown on dissent in China are still present.

Sen. Edward M Kennedy, a Massachusetts Democrat who is chairman of the Senate Subcommittee on Immigration and Refugee Affairs, said: "The students here have been at the forefront of international efforts to promota democratic reform in China. Many of them have placed themselves and their families at great risk because of their protests against the Tianan-

KNEEMID 1980's, Spike Lee wanted to film part of good Daze—his film on fruternity life on a black-Agecampus—at Morehouse College, his almu mater. Mil. Gloster, then president of the college, asked to see gaint before giving his permission. (Mr. Gloster redin 1987.) There was considerable controversy at telouse when Mr. Lee refused and Mr. Gloster sted to allow filming on the campus. (Much of the ingsubsequently took place on the campus of maia University.)

Istmonth, Mr. Lee was appointed to Morehouse's and of Trustees.

The College of Charleston last month gave an morary degree to former hostage Thomas M. Sutherland, howas dean of the faculty of agriculture and food inceat the American University of Beirut when he was edited in 1985 Speaking at the college's mencement. Mr. Sutherland told the graduates that, lettem, he had earned his degree because he "put in dest four years of hard work, though in my case, under ffeent circumstances."

Mary Clark Stuart, who will assume the presidency of teCollege of Mount Saint Vincent on August 10, will be Efist lay president of the institution—founded in 1910 the Sisters of Charity of New York. She will succeed hier Doris Smith, president for the past 19 years.

Theuniversity's Jesuit community approved a milicant change in the charter of Loyola University in kw Orleans: They replaced a requirement that a alority of members of the Bourd of Trustees be Jesuits whene requiring that one-third he "members in good funding" of the Jesuits.

When he visited Pennsylvaniu State University in lay, Andy Roonay had this explanation for the long tenure theuniversity's football coach: "I have never before reate State College, and the reason is that you can't get refrom anywhere. I figure thut's why Joe Paterne has been here for 40 years—you can't get out."

For a story on plagiarism (The Chronicle, May 27). Pur reporter received documents faxed by the CopyCat

laymond Jones received a doctorate in education hum the University of Massachusetts at Amherst last nonth but was unable to attend the ceremony. Mr. lanes, a student in the UMass Prison Education Project, is minmate at Lancaster State Prison. His doctoral esearch was on education in prisons in Massachusetts.

Allieo Furrow, a member of this year's graduating dewal Roanoke College, left her commencement program matable in the gymnasium, not realizing that her hether had slipped Allison's graduation present—an tavelope with \$1,000—in it. Steve Barber, a college mintenance worker, found the program and the money, and returned them.

Explained Mr. Barber: "The reaction I get from the Ptople around here is that half of them think I'm crazy and of them say they're proud. I don't understand all the stention. I just did what I thought was right."

# Gazette APPOINTMENTS, RESIGNATIONS, DEATHS, AND COMING EVEN IS

University Bonnia Guttor University of Virginia



Vilinnovn Lhiversity



College of Mount Snint Vincent

 New college and university chief executives: Arkansas State University, John N. Mangieri; California State University at Northridge, Blenda J. Wilson; College of Mount Saint Vincent, Mary Clark Stuart; Everett Community College, Susan C. Carroll; Holy Cross College (Ind.), Brother Richard B. Gilman; Kansas City Kansas Community College, Thomas R. Burke; Minot State University, H. Erik Shaar; Seattle Pacific University, Curtis A. Martin; University of Judaism, Rabbi Robert Wexler; University of Missouri at Kansas City, Eleanor Brantley Schwartz.

#### Appointments. Resignations

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Romid W. Redy, senior vice-president for administration at U. of California system, has mounced his retirement, effective July 1, 1993. Retherin Reds him, interim director of college relations at Johnson State Col-lege of the California of the California Hards Burds, sooir mascelate dean for clinic programs at Medical College of Misconsin, to dean of the college of medicine at U. of Oktridons at Tuttor, Samy R. 1899as, escentification State

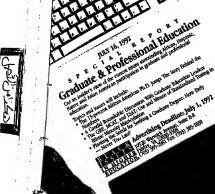
anddicine at U. of Oktrionos at Tulis, shapey R. Boyos, executive director of surversity relations at Whehits Satio U., to director of college relations at Theman R. Burke, vice-president of Kun-san City Krama Community College, to president, officetive January J. Basen O. Landw. Voo-preside Kircheno-Community College, to president of Woverld Community College. To opening the Conference of the Opening Conference of the Conference of Opening Conference of Spon-corder research at Rutgerr U. at Cam-den.

den. Paul Friday, former director of the pro-

gram in criminal justice in Western Michigan U., to head of the criminal junifice departments at U. of North Carbonic Committee of the Committee of the Committee of Committee

rector.
Inue F. Grube, provost, academic vicepresident, and professor of political
setence at Californin State Polytechnic
U. ni Pomonn, to provost of U. of
Southern Colorado.

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# AN EVEN **MORE USEFUL EDITION EVENTS ACADEME**

You'll want to save this extraordinarily useful compendium of meetings, conferences, seminars, and other noteworthy events in higher education this coming fall and winter. It will feature listings by subject, sponsoring organizations, and dates, with names, addresses, and phone numbers of the people to call upon for detailed information and application forms.

# Be sure to reserve advertising space.

To call extra attention to the events you sponsor, you're invited to insert an advertisement in this special section of The Chronicle. Deadline for space reservations and materials: Friday, July 17. Phone our Display Advertising Department today: (202) 466-1080; ask for Gina Hill.

Listings in the reference columns of this special supplement are sings in the reference continue of this special supplement. free, but publication of meeting announcements is at the discretion of the editors.

The Chronicle of Higher Education 1255 Twenty-Third Street, N.W., Washington, D.C. 20037

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Launa B. Manne, director of student ac-tivities at St. Olaf College, to associate deam of students at Maculester Col-lege. Jan Hansen, professor of economics at U. af Wisconsin at Eau Claire, also to director of the center for economic ed-

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August H. Simonsen, acting executive officer of the McKeesport campus of Pennayivania State U., to axecutive officer of the university's Payatle cam-

onnear of the university's Fayatle cam-pus.

Bill R, Spencer, president of Kansas City Kansas Continually College, has an-nounced his retirement, affective Jan-uery 1.

Many Clark Stuart, axecutive vice-presi-dant and professor of history at La Rocha College, to president of College of Mount Saint Vincent, effective Au-gust 10.

Paul K. Sugrun, vice-provost of U. of Mi-anni, to dean of the school of business administration. islan M. Wamar, professor of analytical chemistry of Property I.

IN THE ASSOCIATION

Brian Andman, former director of pro-grams for science research and educa-tion at Research Corporation, to vice-

president.

awence A. Wenner, professor of communication aris at U. of San Francisco, has been named editor of Journal of Sport and Social Issues.

Deaths

Coming Events

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not appeared in previous issues of The Chroniele.

11-12: Fund rataing. "Marketies and so-liciting Mujor Planned Gifts," work-shop, Council for Advancement and Support of Education, Back Bay Ha. ton Hotel, Boston. Contact: CASI. (202) 328-5900. result in variante, professor of analytica chemistry at Emory U. to professor of air quality and environmental analyti-cal chemistry at Louisium State U. Rabbi Robert Wextar, vice-president for administration at U. of Judoism, to president.

president.

Darid Wilholl, counvelor at Lincoln Memorial U., to director of housing and
residence life.

Blands J. Wilson, chancellor of U. of
Michigan at Deurborn, to president uf
California State U. ut Northridge. June A M T W T F A 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

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Janiya A. Legemann, professor and chnir of communications seinces und disor-ders and professor of ciolaryngology-heod end neck surgery and neurology al Northwestern U., has been named president-elect of American Speech-Language-Hearing Association.

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1.1.3: Solence aducation, "Science and Technological Education in the Fresh-man Year," workshop, University of South Carolina and other sponsors, Worceater, Mass. Contact: (803) 771-

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17: Admissions and secords. Workshop Virginin Association of Cullegiste Registrurs and Admissions Officers, Mary Wushington Cullege, Fred-erickaburg, Va. Contuct: Shelley Olds, 8804; 732-7315.

giapaci," annual conference, Car-en Association uf Professionats Scholers Washington. Contact: a, 617 Kennedy Street, N.W., Jainton 2001. gk Higher education, Annual meet-pendersors, Omni Sborchum Ho-mathaton Confact; 1201 737. Washington, Contact: 12021 737-

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June 30, 1992 August 1, 1992 March 31, 1993

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Cost of Rectuitment," workshop, Council for Advancement and Support of Education, Philadelphia, Contact: CASI, 1202) 328-5900. 17-20: Computers, International confer-CASI. (202) 328-5909.
27-20: Computers. International conference on computers and learning. Acadla University, Wolfville, Nova Scotia. Contact: Ivan Tomek. (902) 542-2201. fnx (902) 542-7224.

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> CONFERENCE SITE & DATES: Accra, Ghana July 29 - August 5, 1993

Jointly Hosted by the National Council for Black Studies, and The W.E.B. DuBois Memorial Centre for Pan African Culture, Accra. Ghana, in Conjunction with The Association of African Universitie and The Universities of Ghana.

Typed Abstracts for proposed panels/papers should not exceed 250 words. To facilitate anonymous review of abstracts, names, addresses, telaphone/telex/fax numbers, institutional affiliations, along with titles of papers/panels should be attached to the abstract on a separate page. Sand

abstracts and other inquiries, preferably by fax to: Dr. William Little, U.S. Cheirperson The National Council for Black Studies

Conference Program Committee Center for Black Culture and Research

National Office
The Ohio Scate University 1800 Cannon Drive 1030 Lincoln Tower Columbus, OH 43210 Phone: (614) 292-1035 Fax: (614) 292-2713

Deadline for Submission of Panel /Paner Abstracts

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> OCTOBER 1-3, 1992 Orlando, Florida

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Mary Koss, Ph.D.
Alleen Adems, LLB
Barry Buribart, Ph.D.
Marlene Young, Ph.D.
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Andree Parrot, Ph.D.
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19: Management. "Total Quality Management: Executive Seminar," OSystems Inc., Allasia. Contact: OSystems, 100 South Sunrise Way, Suite 330, Pulm Spriags, Cal. 92262; (619)

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#### Father's Day

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N.E., Atlanta 30305; (404) 842-6630. [For further infarmation, see Federal Register, January 24, Pages 2,914-6.1

#### INSTITUTES. WORKSHOPS

July 3E: Internetional Issuma. Applica-tions for participativa in the "interna-tionalization Forum," of the East-West Ceater, to the held in Decider in Hunsultu. Contact: Larry Smith, Fo-rum Courdinote, Institute of Culture and Comanunication, East-West Cen-ter, 1777 East-West Rosal, Honolulu 96648; 1818) 944-7607.

#### PAPERS

3ana 15: American eludica. Proposals e Jana 15: American etudies, Proposals on the theme "Economic and Sucial Is-sues in the New South: Perspectives or Race and Ethnicity" for possible presentations at a conference, to be held in September in Tamps, Fla. Con-met: Marvir Moore, Irritiute on Black Life, University of South Florida, 4202

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Juna 18: Off-compare progrems. Propos-als for possible presentation at an an-nual conference on quality in off-cam-pus credit proprams, to be held in Ge-tuber. In San Antonio. Contact

unnual nectine of the North American Cartographic Information Speciety, as be held in Detober in St. Paul. Com-tact: Jeffrey C. Patton, Department of Geography, University of North Caro-lina, Oreensboro, N.C. 27412; 1919; 334-5388.

has, Orcensboro, N.C. 27412; 1919.

May 3. Eagabhe salmone, Proposition, for possible preventations at a colloquium on recent issues in capnitive-science literature, to be held in November in Devion, Ulnis, Councut; Paut Titheetis, of Dayrion, Chini, Councut; Chini, Chini, Canada, Canada,

(60a) (622-6272, fax (6061-622-233). July 1; Voluna. Essays on themes relatine to film, video, or rhotoemphy, for possible publication in *The Journal of Value Inguisty*. Confect: Sunder Lec, Department of Philosophy, Purker 301, Keene State College, Keene, N.H. 03431-4183; (6031-358-277. STUDENT ASSISTANT Juck Constitute

July 1: Working-cless academics. Manu scripts on working-class ocademics for possible inclusion in a collection of essays. Contact: C. L. Barney Dews or Carolyn Law, Gepartment of Eus-lish, 207 Lind Hall, University of Min-

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a July 5: Aging. Proposals for possible presentations at the annual meeting of the Association for Gerontology in Hipher Education, to be held in March in Louisville, Ky. Contact: Raciente Shippec-Rice, Department of Nursing. Hewilt Hall, University of New Humyshire, Gurham N.H. (3824; (0.5) 862-8715, Jan 1603) 862-4770.

#### MISCELLANY

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#### The Chronicle of Higher Education

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# **Point of View**

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Although the future still is somewhat marky, tentadve but unmistakailok signs indicate that the oniversity has begun the process of dividing again, this time into one put thevoted to undergraduate education and another to full-time research. It is too suon to know what from this division fluidly might take, but it is not too soon to conclude that it ultimately will occur or to specially to the process of the

The most obvious sign of this division is the increasing amount of teaching dune by non-tenure-track instructors, either graduate studients or semi-permanent visiting beturers. A still more telling sign is the emergence of independent programs within the university whose main mission is instruction. The most noteworthy examples are the writing programs, now distinct from English departments, which are staffed by permanent of the programs of remedial instruction which is the developing mograms of remedial instruction that operate on the same basis.

But the most telling signs of division are recent proposals for "teaching tracks" for tenure (at the University of Colorudo, for example) or the creation of a separate undergraduate teaching college within the university (proposed by faculty members at the University of Michigan). None of these proposals has yet been enacted, but they are not dismissed as inconceivable the way they would have been just a few years ago.

While these developments are suggestive in themselves, other reason exist for thinking that they fortell a larger shift toward two separate institutions of research and tenching. Such a separation will probably emerge because, several generations of official rhetoric notwithstanding, the present requirements for highquality undergraduate education ultimately are incompatible with the sort of research programs now required to secure tenure, promotion, external support, and schninly reputation and status.

Om rapidly changing lechnological society will require greater knowledge and competence among your people at the very amomen when persistent deficiencies in primary and secondary education mean that many undergraduates arrive on campus less prepared than ever before. The challenges of indergraduate teaching thus are growing. Meeting students' needs will require not only a commitment to developing better curricults and teaching attraugles, but into, as a Harvurd University survey on effective teaching suggested several years ago, the willingness to spend significantly more time with students. Such a commitment of time is irreconcibiled with the demands of research today, and, more important, is not valued in the professional culture of research-oriented faculty members.

One cannot produce the quality or quantity of research needed to establish a significant reputation among peers as a part-lime pursuit. So the research demands on individual faculty members will naver leave enough time or energy for them to meet the need for devoted teaching and curriculum devalonmant.

Conceding the tilt toward research at universities, some faculty members have suggested that it was im-

# Teaching and Research Are Inescapably Incompatible



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pused by administrators seeking to enhance the prestige of their institutions. Those faculty members now assert that a harmonious balance once existed hetween teaching and research, a balance that administrations could restore. But this suppasition is questionable.

The research culture was not imposed by administrators. They have supported it, lecause they have bugsh into the value system that attaches prestige mainly to research reputations and the amount of grant money received. But it is the faculists that spawmed the research culture and malitanian it through hiring and enure practices that they control. Therefore it is wrong to suppose that the ilivision now emerging in eachdem will be avoided if central administrations decide that teaching deserves more uttention from faculty members than it has been receiving.

The notion that research enhances teaching, a staple argument of those who defend the status guo, is not a compelling justification for the unprofitable marriage that now exists. While the exposure to new knowledge and the thoughtfur effection that accompany research can do much to enliven a teacher, the first remains that the akills and ublitise essential to profile publication have little to do with good teachers can retain their intellectual viullity without publishing for at least without publishing much.), but professional success as a scholar/researcher depends on substantial publication.

Further, research-based reputations most often are built by intensive work in a very narrow specialty. However, the needs of indergraduates are for introductory-level work, broad exposure to several disciplines, and integrated knowledge. Few undergraduates are ever going to have any extended use for the cutting-edge knowledge of narrow research fields. Their need is principally for more basic knowledge that will be useful in a variety of fields and contests. This is not the kind of knowledge contained in the average research-journal article, which is why a life spent writing such articles is not a particularly good fundation for excellent teaching.

Nono of this is to say that research is not valuable. But the inexcapable incumpatibility of the demands of research and leaching, actify conceded in the emerging practices and proposals that I mentioned above, suggestin that the ovarial mission of the university might ultimately be better served by tha open and conspicuous separation of the two.

Taken to Its lagical conclusion—to almost the exact place where science and the humanities now stand with respect to one another—the division of the university into separatin research and teaching acctors will mean separatin exaministrations, budgets, and faculities. These

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Although the idea doubtless. "It listuch many faculty members and aid-unistrators, such a division should not be unwel-ne, such a division should not be unwel-ne. Most significantly, it would bring into the upen the competition for institutional requent the competition for institutional resources and support that always has existed between teaching and research, despite official rheteric to the cuntrary. Each of official rheteric to the cuntrary. Each of interpretability of the other.

Research that produces nothing of evident value would no longer be able to get a free ride on the public's need to finance undergraduate education. Research would have to prove its worth apart from any contribution that it purportedly makes to

teaching; ur it could be paid for out of teaching budgets only to the extent that it contributes to specific educational goals that have been independently determined. This might include research focused on new teaching strategies or the development of instructional technology.

THE SAME TIME, the separation of teaching and research would free curricula from the analysis of the second series of the series

Freed from dependence on the research interests of featury members, curriculin could be developed and arranged principally with the needs of students in mind. This change would place great and much-needed presure on teaching faculties to formulate a coherent and independent vision of what it is the well-educated undergraduate ought to know and—more important—ought to know how to do.

A genuinely independent reassessment of the undergraduate curriculum is desperately needed now at mnny institutions. But this can be accomplished only if teaching resources are not tied to a pre-existing resourch agenda determined by considerations, such as the availability of grant money, that are extraneous to students' needs.

The thought of such a transformation of the university is sure to be unsettling. But the actual transformation, if present trends are indicative, will be much less painful than contemplating it in advance. Indeed, it is more likely to occur and more certain to be enduring precisely because it will not issue from a rationalist blueprint, but will instead emerge slowly and unnoticed in a thousand small accommodations to changing needs and circumstances. As it has already begun to do, the change will overtake most of us before we are even aware of it. But we can make the most of the future by attending carefully to the changes now under way and resourching intuition.

Bryan Barnett Is an academic-program administrator at Rutgers University.

# Point of View By Bryon Barnett

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The most obvious sign of this division is the increasing amount of teaching done by non-tenure-track instructors, either graduate students or semi-permanent visiting lecturers. A still more telling sign is the emergence of independent programs within the university whose main mission is instruction. The most nuteworthy examples are the writing programs, now distinct from English departments, which are staffed by permanent non-tenure-track instructors wliose only responsibility is teaching. Many institutions are developing programs of remedial instruction that onerate on the same basis.

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The notion that research enhances teaching, a stapic argument of those who defend the status our, is not a compelling justification for the unprofitable marriage that now exists. While the exposure to new knowledge and the thoughtful reflection that accompany research can do much to enliven a teacher, the fact remains that the skills and ablifties easential to prolific publication have little to do with good teaching. Good teachers can retain their intellectual vitality without publishing (or at least without publishing much), but professional success as a scholar/researcher depends on aubstantial

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Bryan Barnett is an academic-program administrator